

New Zealand High Performance Coaching Plan

2011–2020

*New Zealand...
a great place to be a
High Performance
Coach*



**HIGH PERFORMANCE
SPORT NEW ZEALAND**

DECEMBER 2011

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Introduction

This plan is for the key players in New Zealand's High Performance coaching environment: the High Performance coaches, those who manage and support coaches, and those who invest in coaching.

The foundation for this plan lies in the 2004 New Zealand Coaching Strategy which observed that:

'Comparing New Zealand with other countries, clearly we cannot compete on two levels – investment, and numbers. The quality of coaching therefore, must be a significant point of difference when compared to the rest of the world'

The plan is connected to High Performance Sport New Zealand's overarching High Performance Strategy, and outlines how High Performance Coaches, Coaching and our High Performance Coaching Environment will contribute to the vision of more New Zealanders winning on the world stage. The plan builds on and replaces the People Management Plan for High Performance Coaches 2008-2012, which introduced a new focus for High Performance coaching, the management of our coaching talent, and developed new systems to attract, develop and retain world class coaches.

The plan is also aligned to the New Zealand Coaching Strategy (Appendix 1), which sets out how Sport New Zealand and its key partners will develop a world class coaching environment across New Zealand over the next eight years. In doing so it builds upon and replaces the original New Zealand Coaching Strategy first published in 2004.



While the strategy sets out the broad vision and philosophical basis for coaching in New Zealand, it also identifies the need to have two separate, but connected, coaching plans sitting beneath the strategy. This need is driven out of the increasingly specialised requirements for coaching High Performance athletes in the modern era of professional sport.

What connects the Strategy and the two coaching plans is the central philosophy that underpins all coaching in New Zealand. That is the belief that good coaching is all about the participant or athlete and the process to deliver the support they need to enjoy their sport and fulfil their potential at whatever level that may be. To be able to deliver on this philosophy, New Zealand needs capable coaches at all stages of the participant and athlete pathway.

By capitalising on the achievements of the plans and strategies to date, the NZ HP Coaching Plan aims to ensure another step forward for coaching, and positively impact on the performance of High Performance coaches and athletes.

Data Collection

54 people have been interviewed or consulted during the process to inform this plan. They were a representation of the following key groups:

- High Performance Coaches
- High Performance Directors of targeted and key contestable sports
- The New Zealand Academy of Sport
- SPARC High Performance Team
- SPARC Community Sport Team

The process included 1:1 interviews, focus groups and written feedback.



Mission

To enable High Performance Coaches to provide athletes with the coaching they need to win.

Vision: starting with the end in mind

New Zealand athletes and coaches winning on the world stage

Success will look like this:

High Performance Coaches

- Their legacy is the people and structures that sustain success for their sport and for New Zealand
- They are relentless learners who collaborate to achieve maximum performance gains.
- They skilfully balance data and evidence with intuition to make accurate decisions.
- They are influential leaders and strategic thinkers who are highly respected.
- Their athletes win medals at multiple Olympic Games, Paralympic Games, and World Championships.

High Performance Coaching

- The performance needs of the athlete are a key driver for high performance coaching.
- Coaches of development athletes are world class in athlete development coaching.
- The depth of High Performance coaches ensures genuine choice for coaching roles.

High Performance Coaching Culture

- New Zealand... a great place to be a high performance coach.
- High Performance coaching is a highly valued career.
- Collaboration across codes and disciplines accelerates learning and performance.
- New Zealand purposefully stores and makes available to other New Zealand coaches, the coaching knowledge of past and current successful coaches.
- The National Sporting Organisation leaders value their coaches, understand the complexity of their role and support coaches to maximise their performance.
 - They invest in High Performance coaching as a key priority.
 - They deliberately develop the next generation of coaches.
 - They drive collaborative learning environments that continuously achieve performance gains.

Fundamental beliefs

These beliefs underpin this plan. The Game Plans and Tactics are driven by and aligned to these beliefs.

1. The most powerful accelerator of coach performance is on-the- job coaching. Full time coaching roles, with dedicated time for learning, provide the opportunity for coaches to grow themselves and their athletes into world class performers.
2. The most successful High Performance coaches own and drive their development.
3. High Performance coaches are ethical and have integrity.
4. The legacy of High Performance coaches is the people they influenced and the systems they developed that deliver ongoing medal success for their sport and for New Zealand.
5. To win on the world stage, athletes need the best available coaching.
6. High Performance coaching is about understanding the athlete:
 - Maximising their performance.
 - Developing them as a whole personThe coach's role is to lead the people and processes that make this happen.
7. Making the knowledge of New Zealand's and the world's best coaches available to New Zealand's coaches is essential, if our coaches are to outperform their competitors.
8. To attract the best coaches, High Performance coaching must be a viable career option.
9. Coach collaboration accelerates learning, innovation and performance.
10. Identifying the right people is crucial to developing world class coaches.



New Zealand's competitive advantage

Collaboration is a catalyst for learning; it sparks innovation and accelerates implementation. *The uniquely New Zealand way in which we collaborate to achieve performance gains* is New Zealand's point of difference, and it will be leveraged in the delivery of the Game Plans in this plan.

Collaboration maximises these strengths of New Zealand's unique culture:

- We are small and we are connected – we know each other.
- We build trust personally and organisationally. Trust enables us to make challenging decisions and adapt quickly.
- We are proven innovators. We find solutions and implement them.
- We are resilient.
- Our strong sense of identity binds us and creates a sense of unity.

Gaps in the Current Environment

The following gaps highlight the need for change in High Performance Coaching:

1. The depth of coaches whose athletes have won multiple medals at Olympic and Paralympic Games
2. The depth of coaches for whom coaching development athletes is their primary focus
3. Coach leadership of athlete case management and individual athlete planning.
4. Expertise in the use of cutting edge technology and the performance data it provides.
5. Coaching uncompromised by workload or administrative responsibilities
6. The perception of full time High Performance Coaching as a long term career
7. The recognition of learning as a critical priority in a performance culture.
8. National Sport Organisation focus on leading and managing their coaching resource.

Key Outcomes

1. High Performance Coaching in New Zealand is a highly valued career.
2. A collaborative coaching culture sustains long term coach development.
3. A growing number of world class High Performance Coaches, provide genuine competition for elite and development coaching roles.
4. Carded athletes and teams receive the world class coaching they need.

Key Measures

1. Coaches report significantly increased levels of satisfaction with their coaching career.
2. Key coaches, identified by targeted National Sport Organisations, are retained.
3. The increased quality and quantity of collaboration within and across sports.
4. There are quality applicants for every high performance coaching position.
5. The percentage of carded athletes who receive the coaching they need.
6. An increase in the number of full-time coaches in Targeted and Key Contestable sports.

Benchmarking will be done in 2011, with specific, measurable targets to be established by March 2012.

Underpinning the four key measures is additional data, evidence and feedback that monitors the implementation of the Tactics (see page 14).



Priorities

Short term (by December 2011)

1. Fully resource coaching needs of 2012 potential medallists.
2. Identify retention factors for outstanding 'must keep' coaches beyond 2012 and implement plans to retain them.
3. Ensure National Sport Organisations begin implementing High Performance Coaching Plans that enable coaches to deliver the coaching the athletes need.
4. Develop a plan for the Coach Accelerator programme that sets the direction through to 2016.

Medium term (2012)

1. Identify likely coach turnover post 2012 and recruitment needs.
2. Recruit additional athlete development coaches needed for 2016/2020 campaigns.
3. Share recommendations from the Advisory group on working conditions for coaches.
4. Appoint a leader of the project to develop the coaching knowledge base.

Long term (from 2013)

1. High Performance coaching forums to accelerate the process of across sport coach collaboration, innovation and learning.
2. Implement the knowledge base for High Performance coaching.
3. All carded athletes receiving the coaching they need.



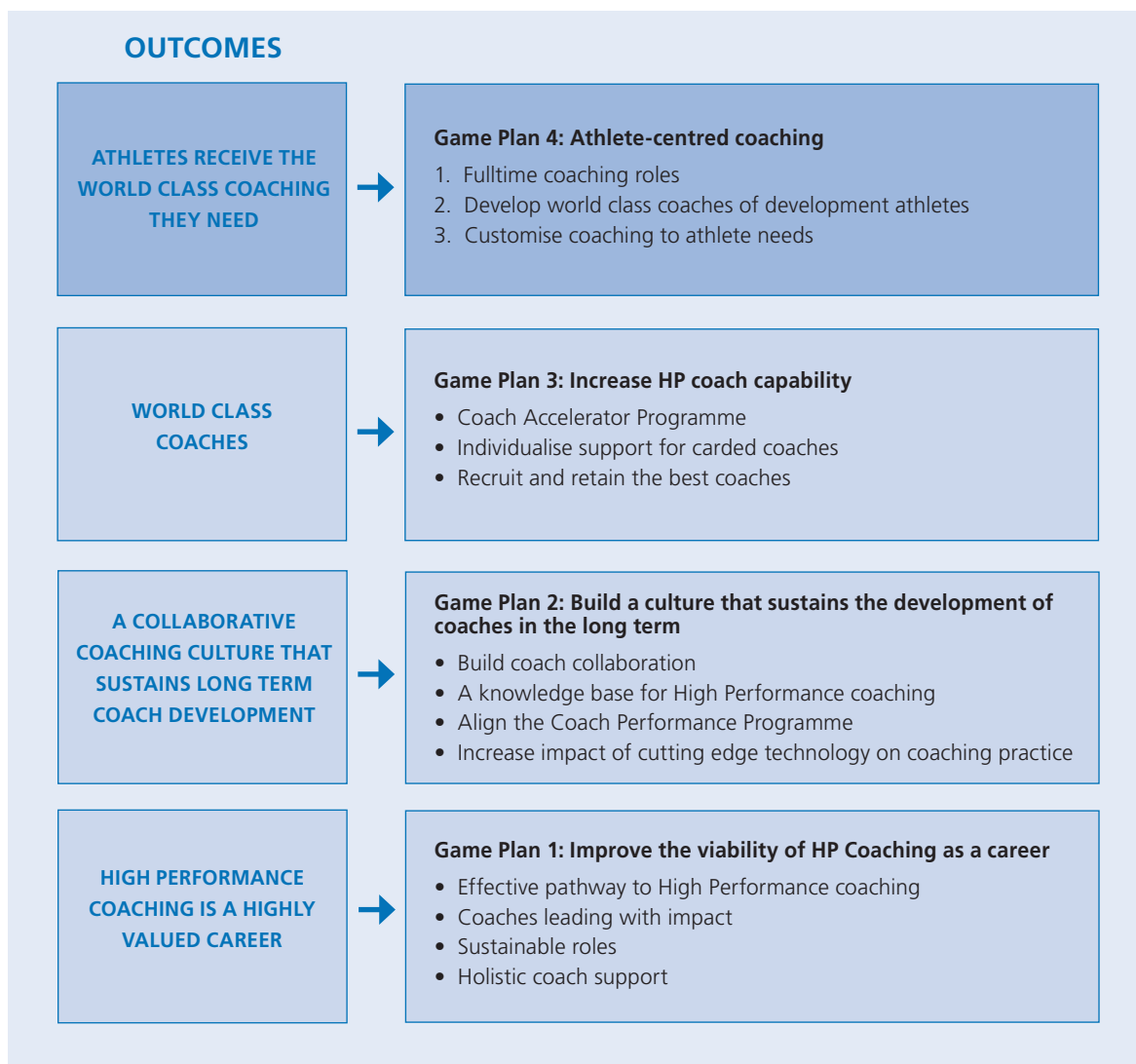
Organisational Roles

In partnership, Coaches, National Sport Organisations and High Performance Sport New Zealand will:

	Lead	Invest In	Enable
HP Coaches	<ul style="list-style-type: none"> • The development and implementation of their IPP • Healthy and balanced life 	<ul style="list-style-type: none"> • Time to think/reflect/share • Their own development 	<ul style="list-style-type: none"> • Coaches to maximise their own performance potential
NSOs	<ul style="list-style-type: none"> • Establish HP Coaching Plans • Coach succession planning • Build a collaborative coaching culture • Appoint coaches 	<ul style="list-style-type: none"> • HP coach roles • HP coach professional development 	<ul style="list-style-type: none"> • Build HP Coach success profiles • Create time for coach learning and professional development • Develop coach sport specific coaching knowledge and skills • Provide advice
HPSNZ	<ul style="list-style-type: none"> • Establish a High Performance Coaching Plan that coaches and sport leaders support • Facilitate an across-sport collaborative coaching culture • Build a knowledge base for HP Coaching 	<ul style="list-style-type: none"> • NSO HP programmes • Coach Accelerator Programme • Coach Performance programme and the HP Coaching Team • Additional support for NSOs to attract and retain world class coaches 	<ul style="list-style-type: none"> • Provide advice • Facilitate access to experts • Facilitate networking and professional development opportunities • Share best practice

The Game Plans to deliver the Outcomes

Each Game Plan is connected to the beliefs about High Performance Coaching (Page 4).



Game Plan 1: High Performance Coaching in New Zealand is a viable and valued career

Tactics	Actions	Role	Date
Effective pathway to High Performance coaching	• Complete sport specific HP Coach success profiles.	NSOs supported by HP Coaching Team.	June 2012
	• Benchmark coaches and identify high potentials.		Ongoing
	• Assist High Potential coaches to create personal coaching career plans.	NSOs	Ongoing
	• Induct coaches into HP programme culture.		Ongoing
Coaches leading with impact	• Reach agreement about desired coach leader behaviours sport by sport.	Coaches and NSOs supported by HP Coaching Team	Ongoing
	• Identify the issues that constrain coach leadership and accountability.		Ongoing
	• Design case management protocols that reflect the coach as leader of the process.	HP Directors	Ongoing
	• Include coaches in HP programme planning to maximise strategic thinking.		Ongoing
Design contracts and job descriptions that create quality, sustainable roles	• Convene an Advisory Group of coaches, HP Directors and CEOs to develop alignment on the design of the best contracts and role descriptions.	PC HP Coaching	March 2012
	• Conduct detailed analyses to identify the real demands of coaching roles.	Coaches and NSOs supported by HP Coaching Team	June 2012
	• Clarify key performance measures for coaches in addition to athlete results.		June 2012
	• Benchmark coach remuneration rates against international rates.	PC HP Coaching	June 2012 2 yearly
Holistic support for coaches	• Reach clear agreement about what constitutes a balanced life for coaches.	NSOs supported by HP Coaching Team	June 2012
	• Ensure each coach has a family support structure that allows the coach and the family to manage sustained periods of separation.		Ongoing
	• Implement a programme to measure and monitor coach health and well-being.	NSOs	June 2013
	• Make professional development an expectation and resource coach plans that focus on career needs as well as performance needs.	NSOs supported by HP Coaching Team	Ongoing

Game Plan 2: Build a culture that sustains the development and performance of coaches in the long term

Tactics	Actions	Role	Date
Build coach collaboration within and across sport	<ul style="list-style-type: none"> Integrate High Performance Coach Forums at National and regional level into a Programme to identify and facilitate across sport learning opportunities. 	HP Coaching Team	March 2013
	<ul style="list-style-type: none"> Build a network of national and international contacts who will provide stimulating opportunities for the development of High Performance coaches. 	PC HP Coaching	Ongoing
	<ul style="list-style-type: none"> Expect coaches to support the development of future coaches, to contribute to the coaching knowledge base of the sport , and measure their contribution. 	NSOs	Ongoing
Grow a knowledge base for High Performance coaching that captures the coaching knowledge of past, current and future coaches	<ul style="list-style-type: none"> Recruit an additional High Performance Coaching Consultant to lead on knowledge, innovation, learning. 	PC HP Coaching	Nov 2011
	<ul style="list-style-type: none"> Scope the approach to growing the knowledge base. 	HP Coaching	March 2012
	<ul style="list-style-type: none"> Define the requirements (leverage HP Sport platform). 	Consultant	May 2012
	<ul style="list-style-type: none"> Roll out a pilot project with selected sports and coaches. 		Oct 2012
Align the HP Coaching Team priorities to the needs of NSOs	<ul style="list-style-type: none"> Support sports to develop and implement High Performance Coaching plans. 	HP Coaching Team	Dec 2011
	<ul style="list-style-type: none"> Use regular feedback from coaches and HP Directors to continuously improve the programme and its delivery. 	HP Coaching Team	Ongoing
	<ul style="list-style-type: none"> In collaboration with coaches and sports prioritise topics for coaching research. 	HP Coaching Team	Annually
Increase impact of cutting edge technology	<ul style="list-style-type: none"> Define sport specific solutions to accelerate the integration of cutting edge technology (and the data it delivers) into coaching practice. 	NSOs, Goldmine, HP Coaching Team	Ongoing

Game Plan 3: Increase coach capability

Tactics	Actions	Role	Date
Individualise support for carded coaches	<ul style="list-style-type: none"> Assist coaches to define, implement and resource individual performance and development plans. 	NSO, HP Coaching Team	Ongoing
	<ul style="list-style-type: none"> Tailor the support of the High Performance Coaching Team to match the needs of the individual coach. 	HP Coaching Team	Ongoing
	<ul style="list-style-type: none"> Align the PM scholarship programme to resource the performance and development plans of High Performance coaches. 	HP Coaching Team	Sept 2011
Coach Accelerator Programme leads innovative coach development	<ul style="list-style-type: none"> Broaden the focus of the programme to include development level coaches. 	CAP Manager	Oct 2011
	<ul style="list-style-type: none"> Build the graduate coaches into a powerful resource for coach development and retain their commitment to the programme. 	CAP Manager	March 2012
	<ul style="list-style-type: none"> Benchmark the programme against the world's best programmes. 	CAP Manager	Annually
Recruit and retain the best coaches	<ul style="list-style-type: none"> Ensure that key intrinsic and extrinsic motivators are used to attract and retain the best coaches. 	NSOs supported by HP Coaching Team	Ongoing Nov 2011
	<ul style="list-style-type: none"> Collaborate with NSOs to ensure the retention of world class coaches. 	HPSNZ	Ongoing
	<ul style="list-style-type: none"> Gather ongoing data on the effectiveness of recruitment and retention practices to ensure coach satisfaction and retention. 	PC HP Coaching	Annually
	<ul style="list-style-type: none"> Identify potential coach turn over and recruitment need post 2012. 	PC HP Coaching	Nov 2011

Game Plan 4: Athlete centred coaching

Tactics	Actions	Role	Date
Full time coaching roles to meet athlete need	<ul style="list-style-type: none"> Update coaching workforce summary post pinnacle event 2011 to identify coaching need. 	PC HP Coaching	Nov 2011
	<ul style="list-style-type: none"> Resource the recruitment of additional coaches. 	HPSNZ / NSO	Dec 2011
	<ul style="list-style-type: none"> Monitor athlete numbers in the pathway. 	PC HP Coaching	6 monthly
Develop world class coaches of development athletes	<ul style="list-style-type: none"> Build the generic profile of a world class development level coach. 	PC HP Coaching	Feb 2012
	<ul style="list-style-type: none"> Do a gap analysis of the current coaching capability. 	PC HP Coaching	April 2012
	<ul style="list-style-type: none"> Develop an action plan to close the gaps. 	PC HP Coaching	May 2012
Customise coaching to athlete needs	<ul style="list-style-type: none"> Develop with each sport an evidence based process to ensure the best match of athlete and coach. 	HP Coaching Team	Ongoing
	<ul style="list-style-type: none"> Collaborate with coaches and Athlete Planning Consultants to align the approach to Individual Athlete Planning (IPP). 	HP Coaching Team	Ongoing
	<ul style="list-style-type: none"> Support coaches to develop their leadership of the planning and case management of athlete campaigns. 	HP Coaching Team	Ongoing
	<ul style="list-style-type: none"> Review the coaching needs of 2012 potential medallists and resource the gaps. 	HPSNZ, NSO, Coaches, Athletes	Nov 2011

Operational Monitoring

the following data, evidence and feedback will be used in the monitoring of the implementation of the Tactics:

Game Plan 1: High Performance Coaching in New Zealand is a highly valued career

- 1.1 National Sport Organisations have identified successors for every full time coaching role by 2012.
- 1.2 The High Performance Director is an integral part of the planning and resourcing of the performance and development plans of all current and future (identified) coaches.

Game Plan 2: A collaborative coaching culture sustains long term coach development

- 2.1 There is clear evidence of increased collaboration across and within sport.
- 2.2 Coaches use the HP coaching knowledge base by 2013 and can articulate its value.
- 2.3 Each sport has quality feedback systems that enable coaches to give and receive feedback, both formal and informal.
- 2.4 Every coach is a contributor to the development of the next generation of coaches and receives feedback about the value they have added.

Game Plan 3: A growing number of world class High Performance Coaches, provide genuine competition for elite and development coaching roles

- 3.1 All current coaches are benchmarked against their sport specific coach success profile by June 2012.
- 3.2 Coaches achieve significant shifts in their success profile ratings.
- 3.3 Athletes identify clear links between the quality coaching they receive and improvements in their performance.

Game Plan 4: Carded athletes and teams receive the world class coaching they need

- 4.1 The full time coaching positions identified in the November 2011 coaching needs analysis are resourced and filled.
- 4.2 Coaching needs identified in athlete Individual Performance Plans are delivered by the coach.
- 4.3 Coaches of development athletes are benchmarked against their sport specific Development Coach success profile by December 2013. Coaches achieve significant shifts in their success profile ratings thereafter.

THE NEW ZEALAND COACHING STRATEGY

Appendix

CORE PRINCIPLES

- Participant and Athlete Focused
- Coaches are leaders
- Continuous learning
- Collaboration among coaches

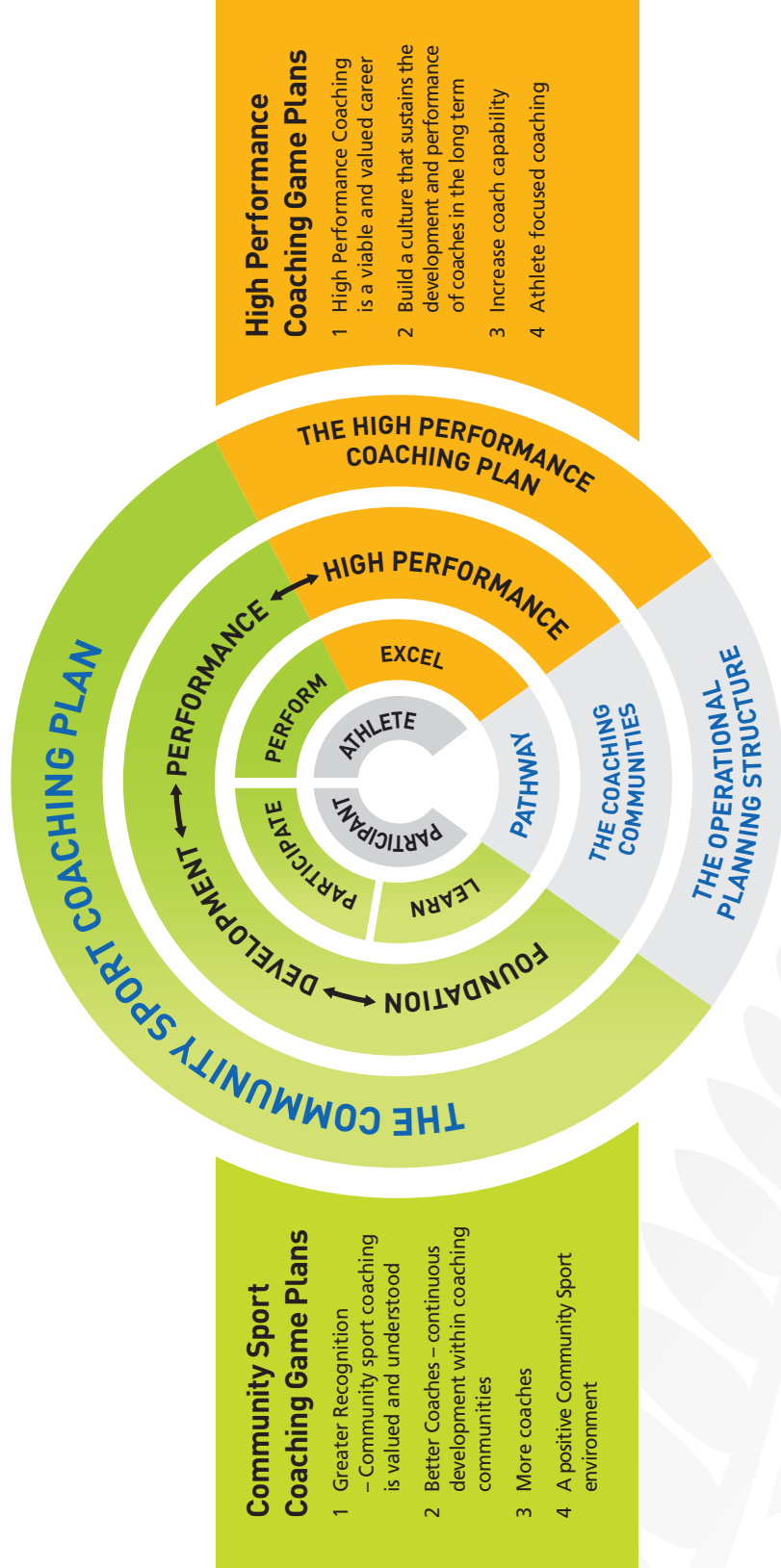
VISION

"A world leading coaching environment that enables coaches to meet the needs of our community participants and our performance athletes"

KEY OBJECTIVES

- Coaches at all levels are valued and supported
- Coaching communities are developed to meet participant and athlete needs
- More and better coaches
- A collaborative culture sustaining life long learning

Delivered through aligned Community Sport and High Performance Coaching Plans





**HIGH PERFORMANCE
SPORT NEW ZEALAND**

Millennium Institute, 17 Antares Place, Mairangi Bay, Auckland
PO Box 302563, North Harbour, Auckland 0751, New Zealand
PH: +64 9 477 5420 Fax: +64 9 479 1486

www.hpsnz.org.nz