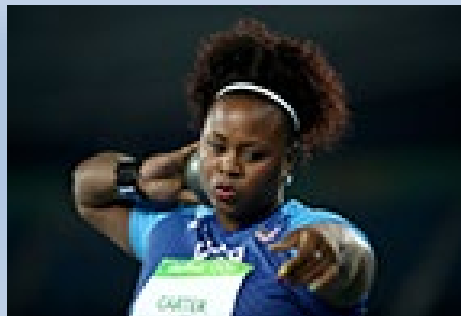


An Invitation:

USOC National Team Coach Leadership Education Program

Knowing, Understanding, Leading



An Invitation: *NGBs & Coaches*

The United States Olympic Committee (USOC) is seeking applications for the sixth cohort of the National Team Coach Leadership Education Program (NTCLEP).

The emphasis of the Program is to develop leadership skills in National Team Coaches which, in turn, will help enhance the performance of Team USA Athletes and lead to sustained international competitive excellence. Coaches must be energetic, open-minded and committed to learning, development and full participation.

The Program is demanding and will test levels of commitment as coaches seek to continue to develop their skills.

If you feel you have a coach who should be considered for this program, please carefully review this document, the details of the Program and how to apply. Please note that the USOC will only accept applications directly from NGBs in order to show NGB support for coach nominations.



00: Executive *Summary*

The National Team Coach Leadership Education Program is the USOC's blue print for high performance coach development.

This document outlines the USOC's vision, purpose and objectives for the Program and what Coaches admitted to the Program can expect to achieve.

This document also includes details about the Program, the areas it will cover and how it will be delivered.

The USOC looks forward to supporting our Team USA coaches on their journey of *knowing, understanding and leading*.



01: Our *Vision*

“To be recognized as the international model for the provision of high performance coaching professional development.”

USOC Coaching Education Department, 2014

02: Our *Purpose*

The National Team Coach Leadership Education Program (NTCLEP) is the USOC's blue print for high performance coach development. It will assist Team USA Coaches, and, in turn, Team USA athletes, in achieving sustained international competitive excellence by establishing a unique high performance professional development opportunity for current and aspiring national team coaches.

The Program will create a pool of highly advanced coaches through the provision of innovative and leading edge resources based on the identified needs of each coach. The USOC's aim is to lead the direction of high performance coach education provision in the USA and beyond.

03: Program Objectives

The objectives of the Program are to:

1. **Develop a unique group of world-class coaches** in order to develop world-class athletes whose successes are renowned on the international stage.
2. **Create a community of learning and growth**, where those involved recognize the value of further education and are always striving to improve.
3. **Create a benchmark program** for sports recruitment in the elite amateur and professional sports industry in which coaches are driven to participate in order to advance their career and set themselves apart from others.
4. **Build a high performance coaching professional development experience** offering opportunity for personal growth, exploration and networking opportunities across different sports.
5. **Create a larger and deeper pool of highly qualified coaches** with enhanced critical thought processes, decision making, analytical and leadership skills.
6. **Develop identified up-and-coming coaches** who may eventually serve in head coach capacities.
7. **Create a new top tier mandatory coaching qualification** for all aspiring Olympic and Paralympic head coaches.
8. **Drive the value of being associated with Team USA** and establish strong relationships among the USOC, NGBs and coaches across the country and world of sport.



04: Outcomes & Expectations

A coach who has completed the Program will:

1. Possess a deeper understanding of themselves, their sport, and how to get the best from those they work with.
2. Understand how to critically analyze, practice self-reflection and challenge their own coaching techniques and philosophy to continue developing.
3. Become a coaching role model for their sport, an ambassador for continuous learning and development and a mentor for other coaches.
4. Be able to positively affect change and influence a high performance culture.
5. Be able to think creatively and apply practical organizational and leadership tools to find alternative solutions.

A coach can expect:

1. A supportive yet thought-provoking learning environment;
2. To build a professional network across sports;
3. Encouragement and facilitated participation;
4. Methods that help embed learning;
5. Access to innovative knowledge and experience;
6. Enhanced knowledge of contemporary concepts, theories and their practical applications;
7. To collaborate with world class education providers.

Program expectations of the coach are to:

1. Maximize learning by engaging and sharing;
2. Actively seek out sources of knowledge;
3. Reflect, question and challenge the status quo;
4. Be responsible and accountable for driving their own development and attend all sessions.



05: Program Delivery

Structured Seminar Series

- Delivered by experts who are at the leading edge of their fields
- Fit the demands of the coaches' schedules as much as possible
- Include elements of: non-technical coaching skills, shared knowledge and experience across sports, combine theory with practical application, deepen self awareness & reflective practice

- Will supplement the seminars recognizing the demands on coaches' time
- Will be delivered between seminars on identified topics appropriate for distance delivery
- Delivered by acknowledged experts

Webinar Series

Online Coach Community

- A private community site exclusively for coaches selected to the Program
- An area where coaches can share personal experiences, useful reading material, exchange ideas, challenges and solutions

- Coaches will be asked to consider relevant reading in advance of seminars and to produce written reflections on their learning outcomes after each seminar.
- Selected seminar topics will require project work to be submitted

Seminar Tasks

Written Portfolio

- Coaches will accumulate a portfolio of work such as; individual needs analysis & personal development plan, written submissions, self-reflections, presentations, reading materials, personal notes
- The Portfolio will record coaches' journeys, development and provide a point of reference for future needs

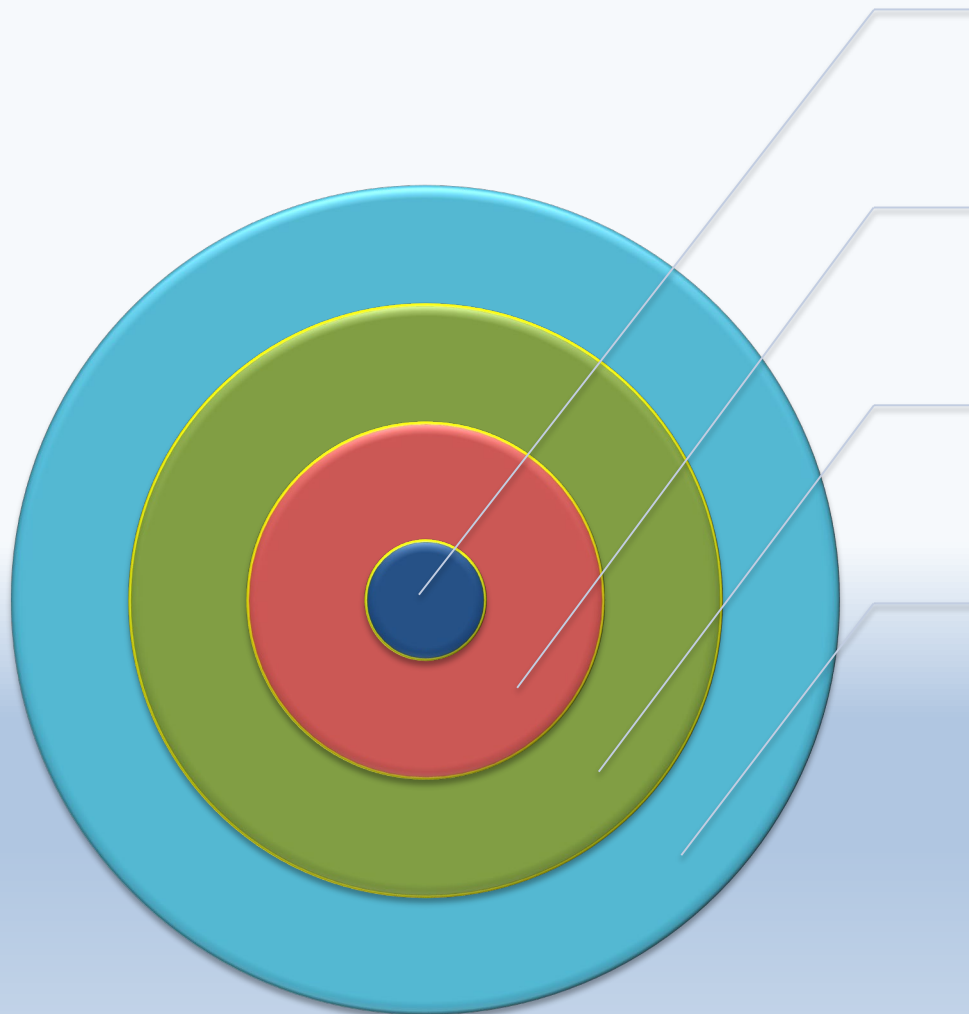
- Coaches will identify mentors who can be accessed on a needs basis for objective advice and support and as independent sounding boards and expand their learning network

Mentor Support

Final Presentation

- Coaches will be required to deliver a presentation on a topic which allows the coach to demonstrate their personal journey and development throughout the Program, the impact of the experience as well as identify future areas of focus and learning

06: Program Outline



Know Yourself: Do you know who are you and where you want to be; how do you define high performance and your coaching philosophy; how you influence your culture and sport

Know Yourself & Understand Others: Understand different methods of learning, communicating, managing conflict, leadership and personality styles

Know Yourself, Understand & Lead Others: Structuring practice, skill acquisition, development and feedback; integrated systems and services in support of high performing athletes

Reinforcing Learning & Evaluation: from competing to coaching then leading; final presentation; the coaches' journeys; program evaluation

07: Program *Assessment*

There is no one single assessment for the Program. Coaches will be expected to attend all seminars, webinars, engage with and contribute to team activities, the online community and access their mentors. Demonstration of preparation, reading and learning will be monitored.

In addition, there will be a number of written assignments, self reflection journals and presentations throughout the Program that all coaches will be expected to submit. The Program will culminate in a Final Presentation from each coach regarding their experience.

The aim of the Program is to embed the coaches' learning through a variety of techniques and to encourage all coaches to complete the Program and the supporting work, bearing in mind their commitments to their sport and athletes.

08: Program *Workload*

With the support of speakers and staff, coaches will:

- Submit Self Reflection Journals after each seminar and webinar
- Submit Written Assignments on the following topics:
 - Your Coaching Philosophy
 - Practice Structure & The Use of Feedback
 - Critical Analysis of Your Own Coaching Performance
 - Performance Analysis Tools
 - Mental Resiliency
- Complete Personal Development Plans, including:
 - Individual Needs Analysis
 - Personal Development Plan
 - A Critical Analysis of a Filmed Coaching Session
 - Program Evaluation
- Deliver presentations on:
 - A Critical Analysis of a Coaching Event or Situation
 - Evolution as a Coach across the Program – as the Final Presentation

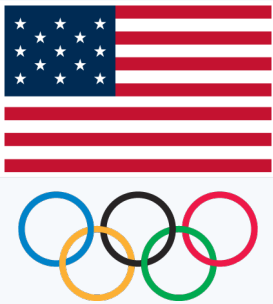
Coaches will also engage in team activities relative to the topic of discussion, role play scenarios and work closely with mentors throughout the Program.

09: Program Schedule

Month		Year 1		Year 2
January	Know Yourself		Know Yourself, Understand & Lead Others	
February				
March				Seminar 4
April		Orientation webinar		Webinar
May		Seminar 1	Reinforcement & Evaluation	
June				Seminar 5
July				
August	Know Yourself & Understand Others			
September		Seminar 2		Seminar 6
October				
November		Webinar		
December		Seminar 3		

* *Schedule subject to change and will be based on cohort competition and Games schedules*





10: Nomination & Selection

Nomination Process

NGBs are invited to submit nominations for potential candidates for the Program. The following information should be submitted to the USOC by January 21, 2019:

- Official application form
- Coach resume
- NGB supporting statement/why coach should be accepted into the Program
- Personal statement from the coach on why they should be accepted into the Program, including evidence of professional development throughout their career
- Letters of reference
- Updated competition schedule (2019 and 2020 if possible)

The information should be completed by the NGB and returned to Christine Bolger no later than January 21, 2019.

The Coach should show a record of personal development throughout their career and be able to persuade the USOC that the USOC should invest in helping the Coach further develop themselves.

Interviews & Selection

A selection panel comprised of representatives from the USOC high performance staff will select the successful candidates for the Program.

Cohorts will be comprised of coaches with similar levels of experience and responsibility. An interview process may be required in order to select the most qualified coaches into each cohort.



11: Selection *Timeline*



12: Venues & *USOC Support*

The USOC recognizes that National Team Coaches lead busy lives and have busy schedules. To support coaches throughout the Program, seminars are likely to be hosted at Olympic Training Centers or accessible sites based on the demographics of each cohort.

Coaches will be advised well in advance of each Program activity. We will also collect competition schedules from each coach in order to identify ideal times to host seminars and webinars. Course completion requires attendance at all seminars and webinars.

The USOC is committed to supporting its National Team Coaches and the USOC will be responsible for all travel, accommodation and associated costs of those Coaches selected to the Program (approximately a \$20,000 investment per coach). **There will be no costs to the coach or NGB for program participation.**

13i: Frequently Asked Questions

Why is feedback on the Program important?

The Program is a new and innovative step for the USOC in relation to its coaching education program. It is vital the USOC receives feedback from its coaches and NGB's throughout the Program in order to update, amend and develop the Program for future coaches and remain at the leading edge of performance.

How many coaches will take part in each cohort?

It is anticipated that each cohort will be ten to fourteen coaches in order for optimal learning, networking to take place among the coaches.

What is the USOC's role?

The USOC will facilitate the Program and the delivery team as well as support the costs of the Program as part of its obligation and belief in investing in coach education.

What does the Program cost?

Course value is approximately \$20,000 for each coach. Neither coaches selected to the Program nor NGBs will incur out-of-pocket expenses; the USOC will cover all travel, accommodation and associated costs, as well as the resources required for delivery of the Program.

The NGB will continue to be responsible for all compensation and benefits associated with the employment of the coach.

How much time will the Program take from the coach's day to day responsibilities?

This may vary from coach to coach/NGB and it is essential that their coaching responsibilities not be disrupted. Equally, the coach will be expected to attend all of the seminars and webinars throughout the Program as well as commit time to completing the course work and reflecting on their coaching practice.

Are the seminars & webinars compulsory?

In principle, coaches will be expected to attend all seminars and webinars. However, we appreciate there may be extenuating circumstances which will be assessed on a case by case basis.

Do coaches need to complete all the coursework?

The USOC encourages coaches to complete all the coursework to fully embed the learning throughout the Program. It is acknowledged that coaches have busy schedules and differing competition and training periods. Reasonable periods of time will be provided to coaches to complete all course work and extensions of time may be discussed on an individual needs basis.

13ii: Frequently Asked Questions

Do coaches receive a formal qualification at the end of the Program?

In line with the Program objectives, the longer-term aim is for the Program to be recognized throughout the USA as the top tier coaching qualification for Olympic and Paralympic coaches.

The USOC is exploring whether the portfolio of work created and the hours invested by the coach could form the basis for a formal accreditation.

Upon completion of the Program and the coursework, Coaches will be acknowledged by the USOC recognizing their commitment to personal and professional development.

It must be emphasized that formal accreditation is not the major driver for the Program. The USOC is seeking to support Coaches who want to learn for learning's sake.

Can assistant coaches or junior national team coaches apply?

One of the objectives of the Program is the development of aspiring National Team Coaches. We will consider coaches in non-head coach capacities if they have a likelihood of assuming head coaching responsibilities in the near future, can show an impact on high performance, and have a strong application packet. We intend to build cohorts of coaches at the same level of experience and responsibility and will build cohorts for assistant and development coaches as the Program progresses.

What if an NGB has more than one National Team Head Coach?

NGB's may submit applications on behalf of more than one Head Coach. Each application will be assessed on its own merits and against the other cohort applicants.

Will preference be given to summer, winter or Paralympic sports?

The Program is open to National Team Coaches of all sports and will only be limited by the number of places available for each cohort.

All applications will be considered on their merits and assessed against the requirements outlined in this document, accompanying nomination form and letters of support.

How should the candidates be nominated?

The coach's application and all supporting documentation should be submitted as one complete application. The NGB should submit the full application on the coach's behalf, including the required information from the coach to the USOC c/o Christine Bolger (address at end of this document).

13iii: Frequently Asked Questions

What if a coach or NGB misses the application submission deadline?

Cohorts are arranged around competition schedules as much as possible. The intention is to be least impactful on training and competition schedules for the coaches and to have down periods in the program around Games and major competitions. Therefore we must receive all applications by the January 21, 2019 deadline. Extensions for late applications will not be granted and applications received beyond the submission date will not be considered.

If a coach is not accepted onto the Program, can they re-apply?

Yes, a coach may apply for subsequent cohorts. We recommend that applications are updated and re-submitted to the USOC for consideration in order to capture the most up-to-date information.

What if a coach isn't accepted onto the Program but is willing to fund their own place personally or through their NGB?

The Program is differentiated by its intimate and personal environment.

The USOC will fund a maximum number of applicants for each cohort depending on applications. A limited number of additional self-funded places may be considered in exceptional circumstances.

Are coaches and NGB's obliged to continue an employment relationship during and after the Program?

The USOC encourages NGBs to nominate coaches who they anticipate having an ongoing relationship beyond course completion. The USOC, NGB and coach themselves are investing significant funds, resource and time into the development of National Team Coaches for the betterment of all parties and of course, Team USA Athletes.



14: Feedback from Previous Coaches

“This course changed my perspective on coaching.”

“I learned more about coaching and myself in two days than I have in over 20 years of coaching.”

“I don’t want this course to end – it has been amazing!”

“This type of coaches seminar is unique; we can truly gain an edge competitively in the long term.”

“I’m really enjoying the experiences, the challenging environment, and the way the information is making me look at the way I coach from a different perspective.”

“This program has been influential in my growth, inspiring and extremely practical.”



15: Further Questions & Information

Please submit applications to:

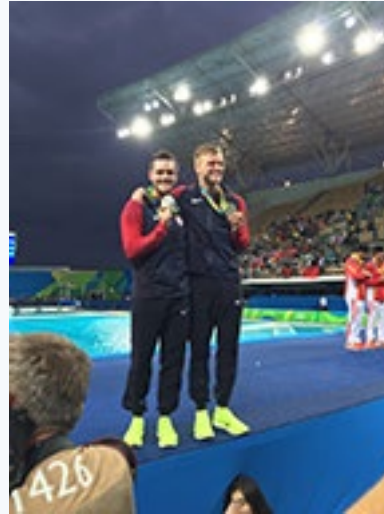
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Knowing, Understanding, Leading