



High Performance Coach Development Programme

Information Pack
Cohort 6 2019-2020

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Vision

A British Gymnastics led development programme, targeting BG Coaching Workforce, through a clear, focused, and sustainable leadership intervention in order to provide coaches with all necessary resources to maximise their competitive potential and achieve significant international results.

How will HPCDP work?

- **The key aims of the programme are to:**
 - Implement a Behaviour Based Coaching Model.
 - Adopt the “Athlete-Centred-Coaching” philosophy with the UK Sport - Olympic mission’s priorities at heart.
 - Incorporate best practices from a range of disciplines, similar development schemes and other opportunities.
 - Challenge current practice and provide a platform to experiment and innovate.
 - Adapt, adopt, and apply customised learning strategies, methods and styles suitable for High Performance results prioritisation.
 - Consider and integrate the current positive practice.
- **The key objectives of the programme are to:**
 - Develop non-technical coaching knowledge and skills through a programme specific Instructional System Design:
 - » Competency progress (1)
 - » Sequential exposure and intervention (2)
 - » Tracked 360° Feedback (3)
 - » Evaluated performance outcome (4)
 - Create an Individualised Development Plan (IDP) via a robust Performance Analysis – Motivation (1), Environment (2), Selection (3), Training (4) based on:
 - » Needs Assessment – Business (1), Performance (2), Training (3), Individual (4)
 - » Four Level Evaluation Model – Reaction (1), Training (2), Performance (3), Impact (4). (Kirkpatrick)
 - Create a framework to allow effective and measurable CPD (Profiling)
 - Encourage various Future Development routes (Performance Coaching, Academic, etc.)

- **Who is the Programme targeted at?**

- The programme is targeted at:
 - » Existing High-Performance coaches, willing to improve their knowledge, skills and experience related to the environment and demands of the International High-Performance sport.
 - » Aspiring young Performance coaches (Senior Club coaches accepted), willing to improve their competence in pursue of Excellence and Mastery.
- Pre-enrolment conditions:
 - » Qualified coaches through BG Coaching Education Programme (min. Level 2/SCC) and/or emerged via Performance Sport routes (Discipline specific)
 - » Identified and endorsed by the Head Coaches or Head of disciplines as potential National Coaches and/or Personal Coaches associated with gymnasts eligible to represent Great Britain.

- **What are the Expected Outcomes?**

- Attributes of a HPCDP Graduate:
 - » Personal excellence that underpins and leads to deliberate effective coaching practice
 - » A breadth and depth of knowledge
 - » Cognitive capacity to synthesise and integrate knowledge
 - » Capability to take informed goal-directed decisions and actions, using analytical, intuitive, and/or innovative cognitive processes
- Competencies of a HPCDP Graduate:
 - » Reflects continuously on coaching practice
 - » Challenges personal assumptions and beliefs to improve future performance
 - » Makes and critically reflects on decisions in complex and unpredictable situations
 - » Recognises and resolves problematic and atypical coaching issues through the generation of innovative strategies and solutions
 - » Builds and maintains effective coach-athlete relationships
 - » Designs and implements an optimal learning environment to impact on athletes' performance needs
 - » Adapts interpersonal, teaching and instructing behaviours to the needs of the athlete(s) and context
 - » Develops athletes to be autonomous decision makers
 - » Designs, implements, monitors, evaluates and regulates advanced training and competition programmes
 - » Designs and implements a planned and strategic approach to performance improvement
 - » Develops and manages an appropriate support structures to facilitate improved performance

- **Key groups and people involved** (*roles, responsibilities and expectations*)
 - LEADERSHIPS – British Gymnastics level
 - Creating the ISD (Instructional System Design) under the following premises:
 - » ADDIE – Analysis, Design, Development, Implementation, Evaluation
 - » SAT – System Approach to Training (On-the-Job)
 - » SAM – System Approach to Mentoring (Face-to-Face)
 - » SAC – System Approach to Coaching (Knowledge acquisition, Skill mastering)
 - Connecting the HPCDP with the Coach Education Programme to continuously review existing materials and develop New Educational Instruction
 - Providing the necessary time for comprehensive research on the subject matter
 - Providing the necessary Performance support (Facilitators, Facilities, Other aids)
 - Providing the necessary financial and administrative support
 - LEADERSHIP – Clubs level
 - » Working in partnership with British Gymnastics in creating a positive Personal Learning Environment for their programme involving coaches by:
 - Allowing time for HPCDP event attendance
 - Facilitating the Face-to-Face and/or On-the-Job interaction between the apprentice coach and the mentor and/or tutor
 - LEADERSHIPS – Head of Gymnastics discipline level
 - » Endorsing the Programme and the Apprentice Coaches
 - » Offering advice and creating development opportunities (when and where possible)
 - » Supporting the wider BG Development Programme (prioritising and focusing on Just-in-Time and Pull-Push Training)
 - LEADERSHIPS – Programme level
 - » Providing cohesion, continuity, and high-level standards
 - » Providing realism and actuality on any of the subject matter (based on study and research)
 - » Providing pro-actively/reactively Performance support (Courseware, Learning tools, etc.)
 - » Periodically providing summative and formative evaluation (to all levels involved)
 - FACILITATION and DELIVERY level (SMEs, Lecturers, Instructors, Mentors)
 - » Knowledgeable and skilful in the coaching domain area
 - » Experienced in dealing with competitive, self-opinionated individuals and groups
 - » Co-operative and pro-active in delivering the HPCDP objectives
 - APPRENTICE COACH
 - » Proves willingness to acquire new knowledge and train new skills in order to improve self-reflecting capabilities and achieve international standards of effectiveness
 - » Allocates provisions (time, effort) for accomplishing the Tasks/Assignments, etc.

• Requested Time Commitment (Over 10 Month Period - Sample)

Activity	Self Paced Learning	Induction Initial Profile	HPCDP Intervention Days									Notes and Comments
			Induction, Profiling, Gap Analysis	Intervention 1		Mentoring and Training	Intervention 2		Mentoring and Training	Intervention 3		
				Day 1	Day 2		Day 3	Day 4		Day 5	Day 6	
				Learning			Behaviour			Leadership		
Education <i>Understanding Topics / Concepts Presentation</i>	Understanding Opportunities and Support	30' Introductions	C	Mandatory Attendance		M ₁ + T ₁	Mandatory Attendance		M ₂ + T ₂₋₃ *	Mandatory Attendance		35% Presentation 65% Interaction
		Performance Maturation Inventory	2-3h	AM 2h	AM 4-5h	Mentor 5-8h	AM 2h	AM 4-5h	Mentor 5-8h	AM 2h	AM 4h	
				PM 6.5h	PM 4h	Coaching Learning	PM 6.5h	PM 4h	Coaching Behaviour	PM 4.5h	PM 4.5h	
Training <i>One to One or Small groups</i>	Understanding Key Topics	Pairing	✓			Training 2-3h			Training 2-3h			5' + 5' Self-Reflection <i>Instructor Comment</i>
		Test of Performance Strategies	✓			Planning 1			Physical Prep. Planning 2			
CPD <i>Planning for Development</i>	Understanding Awareness, Self-Identified Needs	Profiling results and actions. Discussions	✓			✓			✓			360° Feedback <i>Mentor Effectiveness</i>
Coaching Analysis <i>Guided Observation</i>	Understanding Self-Behaviour	Training observation by allocated Mentor				✓			✓			360° Feedback <i>Instructor Effectiveness</i>
		Driven by allocated mentors				Mentor - Mentee Driven			Mentor - Mentee Driven			
Preparing Tasks <i>(Assignments)</i>	C + O Understanding Sharing and Communication	Self-observed Self-Driven	Variable <i>Based on Identified Gaps and Personal Intentions</i>									EXIT Assessment <i>Mentor Manager</i>
Total Workload		75 - 80 h	2-3h	8.5h	8-9h	11h	8.5h	8-9h	14h	6.5h	8.5h	

Notes:

- Every effort has been made to minimise the disruption of the production flow
- The Central Development days have been grouped as follows:
 - Day 1 (LEARNING) + Day 2c (COCHING)
 - Day 3c (BEHAVIOUR) + Day 4c (AWARENESS)
 - Day 5c (LEADERSHIP) + Day 6c (GRADUATION)
- The Individual Development days (Mentoring) must be:
 - Decided between the Mentor and The Mentee
 - Communicated to HPCDP Administration
- The Individual TRAINING DAYS must be:
 - Decided between the Programme Manager and The Mentee

Legend:

- C** - Compulsory
- O** - Optional
- R** - Recommended
- PDM** - Pers. Development (Mentor Driven)
- * - On Request Only

- **What are the main Development Directions?**

- Knowledge Domain:
 - » LEARNING (changing)
 - » BEHAVIOUR (training)
 - » LEADERSHIP (enhancement)
- Skill Development
 - » COMMUNICATION
 - » PLANNING
 - » EXCEL and OUTLOOK (advanced)
 - » EVALUATION

- **How is HPCDP structured?**

- » Introductory event and Initial Profiling. (1 session – 2-3 hours)
- » Events organised centrally taking on Performance needs linked topics. (5 days)
- » Sessions arranged between Mentee and Mentor taking on CPD related topics. (2 days / 5-8hours)
- » Sessions arranged between Mentee and Manager taking on CPD related topics. (2 days / 2-3hours)
- » Optional Session requested by the Mentee for covering Individual Skill Gaps. (1 day / 2-3 hours)

- **Graduation Day**

- » 15' Presentation (Min. 4 slides) - on a self-chosen topic, related to the Main Development Directions employed for the HPCDP (Coaching in the context of Learning, Behaviour and Leadership)
- » The presentation must be original and reflect the mentee's reflection and thoughts about their past, present and future involvement in coaching.

• **ACTIVITY PLANNER** - How are the Development Days grouped and distributed?

Month	Day	Location	Place	Education	T (h)	Teaching and Mentoring	T (h)	Teaching and Coaching	T (h)
2019 APR	TBC	Mentee's location	TBC	Profiling and Gap Analysis	2-3h	Performance Maturation	Max 1.5h	Performance Strategies	Max 1.5h
	21	TBC	TBC	LEARNING Teaching Coaching	8-9h	The Technology of Study	AM	Absorption, Comprehension, Interpretation, Memorisation	PM
	22				8-9h	A Framework for Exceptional Teaching	AM	<i>What leads to success?</i> <i>What underpins success?</i>	PM
MAY JUL	Sessions arranged between Mentee and Mentor or Mentee and Trainer			On-going Reflective Practice Completion of Assignment 1 PHYSICAL PREPARATION		Development Plans Working with the mentor to implement & measure progress related to the relation Coaching - Learning	Face to Face Min 2.5h	Development Skills Working with the trainer to improve the underdeveloped skills Planning 1	Small Groups Min 2.5h
2019 SEP	01	TBC	TBC	BEHAVIOUR Awareness Coaching	8-9h	Attributes, Reactions Influence, Persuasion	AM	Self-awareness Engagement	PM
	02				8-9h	Critical Analysis Constructive Criticism	AM	Empathy and Assertiveness	PM
SEP JAN	Sessions arranged between Mentee and Mentor or Mentee and Trainer			On-going Reflective Practice <i>Choosing the Topic for Graduation Presentation as form of self-expression</i> Completion of Assignment 2 PRESENTATION for Graduation		Development Plans Working with the mentor on the relation Coaching - Behaviour Development Plans Working with the mentor on the relation Coaching - Leadership	Face to Face Min 2.5h Face to Face Min 2.5h	Development Skills Working to improve the underdeveloped skills Planning 1 (On paper) Development Skills Physical Preparation (Programming) Development Skills Planning 2 (On devices)	Small Groups Min 2.5h Small Groups Min 2.5h Small Groups Min 2.5h
2020 FEB	23	TBC	TBC	LEADERSHIP Managing Self Managing Others		Becoming a leader Leadership Tool Kit	AM	Team Engagement Process Improvement	PM
	24					Being a leader Sharing Abilities	AM	GRADUATION 15' Presentation	PM
FEB	PROGRAMME EVALUATION <ul style="list-style-type: none"> Mentee level – Engagement, Progress, Effectiveness, Emerging needs Facilitator level – Engagement, Effectiveness, Flagged issues related to the Programme Programme level – Concept, Format, Appropriateness of topics, Administrative issues 								

- **Selection**

- » The selection process will include three stages to ensure those who are successful are the most appropriate individuals to complete the programme.
- » The selection process will provide the prospective mentee with the opportunity to ensure they can commit to the requirements of the programme over the next 10 months.

- **Stage 1: PRE-INTERVIEWS – If necessary**

- Written application to include:
 - » Updated personal and professional details
 - » Top personal achievements (last 1 year)
 - » Top 5 reasons to be considered for the programme

- **Stage 2: INTERVIEW – If necessary**

- Key questions to consider:
 - » Why do you want to be enrolled in the programme?
 - » How do you feel the Development Programme will benefit you?
 - » How will you intend to contribute as a participant on the programme?
 - » What are your Post-Programme intentions? (Coaching, Mentoring, and / or Lecturing?)

- **Stage 3: ENROLMENT DECISION**

- » The decision is taken at the SPMT level, considering the business, performance, and development needs
- » NOTE: Endorsement of the applicant by the Head Coach and/or Head of discipline is required but not decisive in the decision-making process

- **APPENDICES**

- **Accommodation: RAMADA HOTEL**

- » Forgegate
- » Telford
- » TF3 4NA:
- » Phone: 01952 425000

- **Emergency Contact: Robyn Goddard** (Education Coordinator - Performance & Judging)

- » 0345 1297 129 Ext. 2648
- » Robyn.goddard@british-gymnastics.org

- **Frequently asked questions:**

Q: What do I get out of the programme?

A: Guided by the facilitators / mentors and using agile learning techniques, the HPCDP experience will help you create and implement a more effective CPD programme in the following directions:

- » Understanding what underpins the success and the performance maturation process.
- » Linking skills through better team leadership and lateral management skills.
- » Negotiating team and individual preferences and creating priorities, opportunities, and effective solutions.
- » Adapting communication styles and techniques to suit people with different roles through pacing and improved skills.
- » Access to knowledge and skill development tools restricted to HPCDP.

Q: Will the Apprentice Coach gain a formal qualification at the end of the programme?

A: NO. However, the skills and knowledge acquired through the completion of the HPCDP will give an extended level of comprehension required for high performance development.

Q: How much time will I be required to be away from direct coaching delivery?

A: The Induction day + the 5 Exposure days will be grouped and delivered in 3 weekends.

A: The Mentoring process is ongoing, but a provision of 2 full days or 4 half days are required for face-to-face assistance.

Q: How am I expected to approach the Programme?

A: You will be expected to attend all of the seven workshops during the 10-month programme period. There will also be an expectation that the Apprentice Coach has sufficient time to spend working with the Mentor, reflecting on coaching practice and completing the requirements associated with the Programme.

Q: Are the workshops compulsory for the Apprentice Coaches?

A: YES. However, where exemptions need to be made these will be discussed on a case-by-case basis and approved at SPMT level.

Q: What will the programme cost?

A: The HPCDP is free. However, an upfront refundable £300 deposit is required to cover cancellations charges, generated by missing full or part of the exposure days.

NB: No travelling related expenses would be reimbursed.

Q: Can I exit the programme prematurely?

A: It is expected and recommended that each candidate completes the programme. However, if you exit the programme before graduation, you are not entitled to receive the refundable £300 deposit paid at the commencement of the course.

Q: What will happen if I do not fulfil the programme's requirements?

A: Mentor and/or the Programme Manager will recommend to the SPMT your removal from the programme and your £300 deposit will not be refunded.

- **Relevant contacts list**

- **Programme Headquarters**

Programme Manager

Adrian Stan

07939 650403

British Gymnastics

07739 512204

Email: adrian.stan@british-gymnastics.org

Education Programme Manager

Richard Smith

0345 1297 129 Ext. 2700

British Gymnastics

07523518601

Email: richard.smith@british-gymnastics.org

Education Coordinator -
Performance & Judging

Robyn Goddard

0345 1297 129 Ext. 2648

British Gymnastics

Email: robyn.goddard@british-gymnastics.org

Note:

- » Each coach will be assigned a mentor and their contact details provided to you at the start of the course. You will be expected to make contact with your mentor to arrange suitable dates and times to conduct your mentoring throughout the programme.