

The Practices and Developmental Pathways of Professional and Olympic Serial Winning Coaches

Sergio Lara-Bercial

Leeds Beckett University; International Council for Coaching Excellence

Clifford J. Mallett

The University of Queensland

In 2011, the Innovation Group of Leading Agencies of the International Council for Coaching Excellence initiated a project aimed at supporting the identification and development of the next generation of high performance coaches. The project, entitled Serial Winning Coaches, studied the personalities, practices and developmental pathways of professional and Olympic coaches who had repeatedly achieved success at the highest level of sport. This paper is the third publication originating from this unique project. In the first paper, Mallett and Coulter (2016) focused on the development and testing of a novel multilayered methodology in understanding a person through a single case study of a successful Olympic coach. In the second, Mallett and Lara-Bercial (2016) applied this methodology to a large sample of Serial Winning Coaches and offered a composite account of their personality. In this third instalment, we turn the focus onto the actual practices and developmental pathways of these coaches. The composite profile of their practice emerging from the analysis revolves around four major themes: Philosophy, Vision, People and Environment. In addition, a summary of the developmental activities accessed by these coaches and their journey to success is also offered. Finally, we consider the overall findings of the project and propose the concept of Driven Benevolence as the overarching operational principle guiding the actions and behaviours of this group of Serial Winning Coaches.

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Public and private financing of high performance sport is at an all-time high. The results achieved by coaches managing these high-stakes investments in professional and Olympic sport are routinely and thoroughly

Sergio Lara-Bercial is a Senior Research Fellow in sport coaching at Leeds Beckett University in the UK and the manager for Strategy & Development at the International Council for Coaching Excellence. A former international coach in basketball, he is also the coauthor of the International Sport Coaching Framework. His work is split equally between coaching research and coach development on the ground, and has taken him all over the world from the USA and Canada to South Africa, Japan and the Philippines.

Cliff Mallett is a professor of sport psychology and coaching in the School of Human Movement and Nutrition Sciences at The University of Queensland (UQ) in Australia. He is co-chair of Research for the International Council for Coaching Excellence (ICCE) and a former successful Olympic coach in track and field athletics. Cliff has published more than 100 peer-reviewed papers and is extensively involved in high performance coach development.

Address author correspondence to Sergio Lara-Bercial at s.lara-bercial@leedsbeckett.ac.uk.

scrutinised by their respective national sport councils, governing bodies, club owners, the media and the public and fans. The Innovation Group of Leading Agencies (IGLA) is a committee of the International Council for Coaching Excellence (ICCE), which brings together twelve world-renowned national sporting organisations seeking to accelerate the development of coaching in certain key areas. Given the aforementioned, highly combustible context of high performance coaching, the effective recruitment and development of high performance coaches was identified as a priority area by the IGLA members.

Consequently, in 2011, the IGLA commissioned a unique research study of coaches described as 'Serial Winning Coaches' (SWC). SWC meet two key criteria: a) they have won multiple championships at the Olympics, World Championships, and/or in highly recognised professional leagues; and b) they have done so with multiple teams or individual athletes over a prolonged period of time. Access to this very special cohort of coaches has, up to this point, been limited. The main goal of the project was to develop a personality (what are they like?), practice (what do they do?) and development profile (how did they become the coaches they are?) of this very select coaching group. The ultimate aim of the IGLA members





Verhaltensweisen des Coaches



Geheimrezept?



Vision



Menschen



Umfeld





Vision



- Klare Vorstellung was nötig ist, um erfolgreich zu sein.
- Kompetenz Komplexität zu vereinfachen
- Langfristige Planung
- Fokus auf das Wesentliche
- Notwendigkeit der Innovation
- Ständiges Monitoring & Anpassung



Menschen



- Auswahl Athleten und Staff
- Glaube an mich (Coach), die Athleten und an Team
- Management von Spezialisten resp. High Performance Team



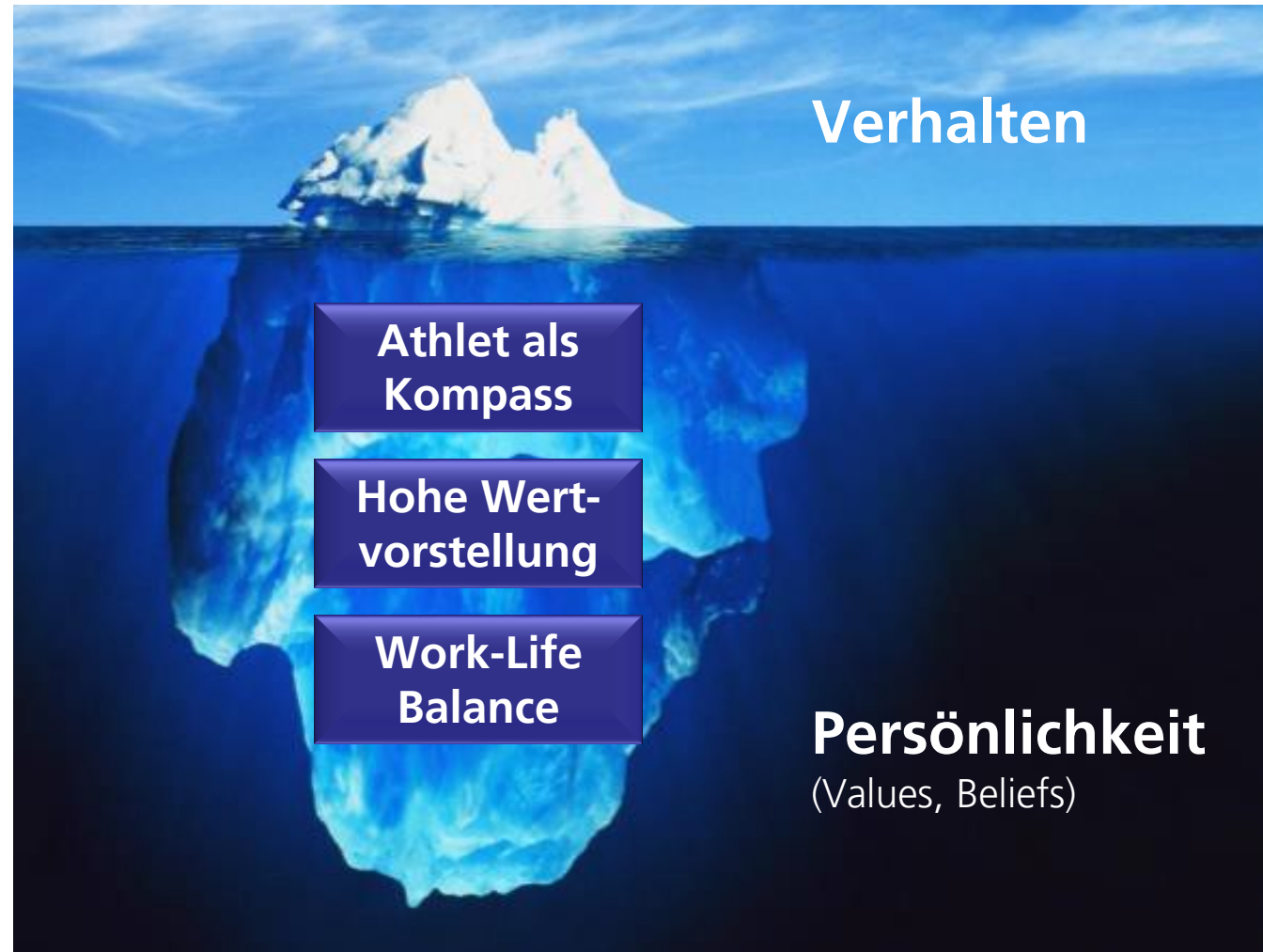
Umfeld

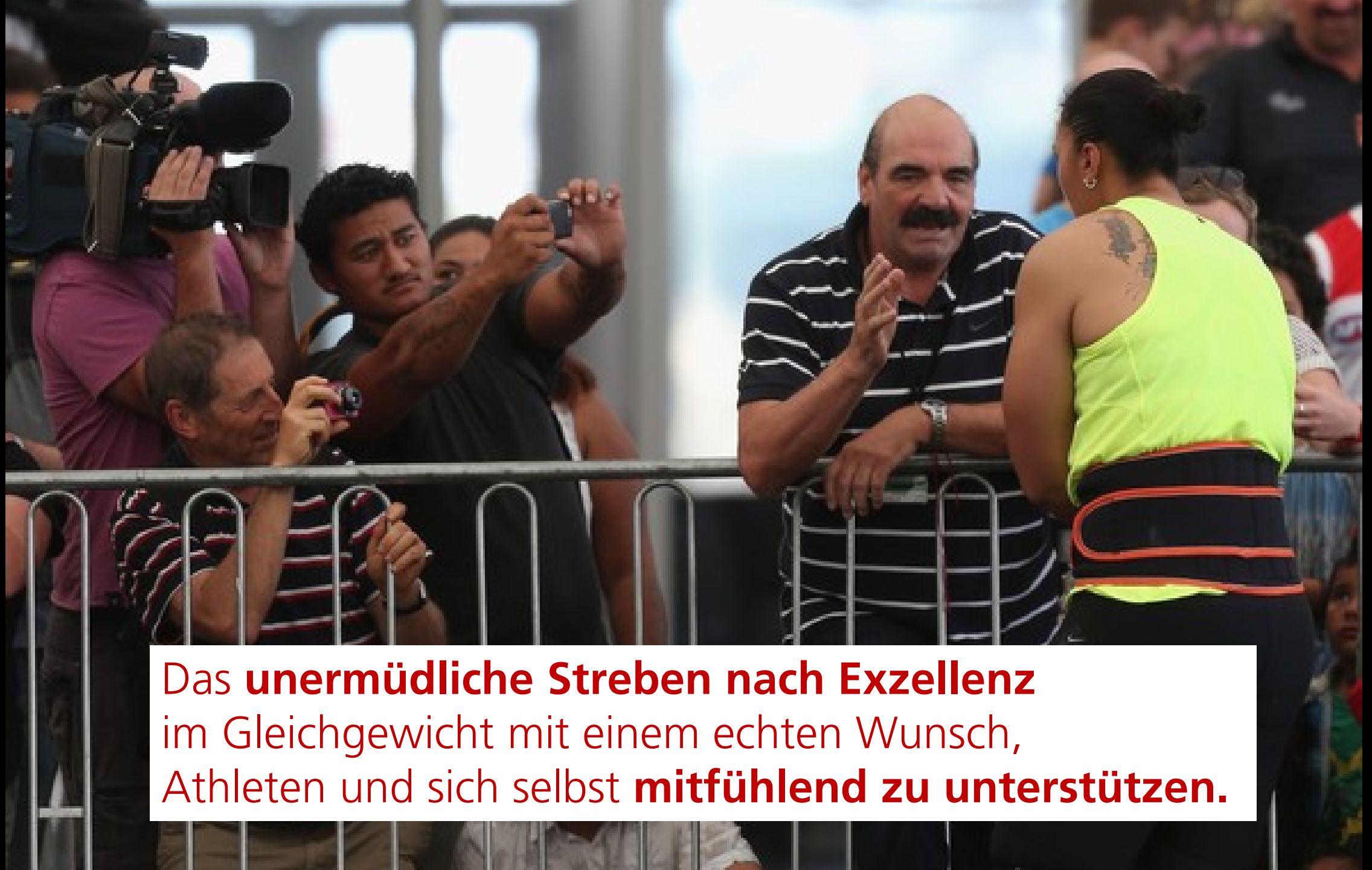


- Hohe Erwartungen/Anforderungen
- «jeden Stein umdrehen»
- Herausforderungen kreieren
- Stabilität & Verlässlichkeit
- Einfluss des Trainers nach oben und unten



Persönlichkeit des Coaches





Das **unermüdliche Streben nach Exzellenz**
im Gleichgewicht mit einem echten Wunsch,
Athleten und sich selbst **mitfühlend zu unterstützen.**



DRIVEN

Antrieb



benevolence

Wohlwollen



DRIVEN

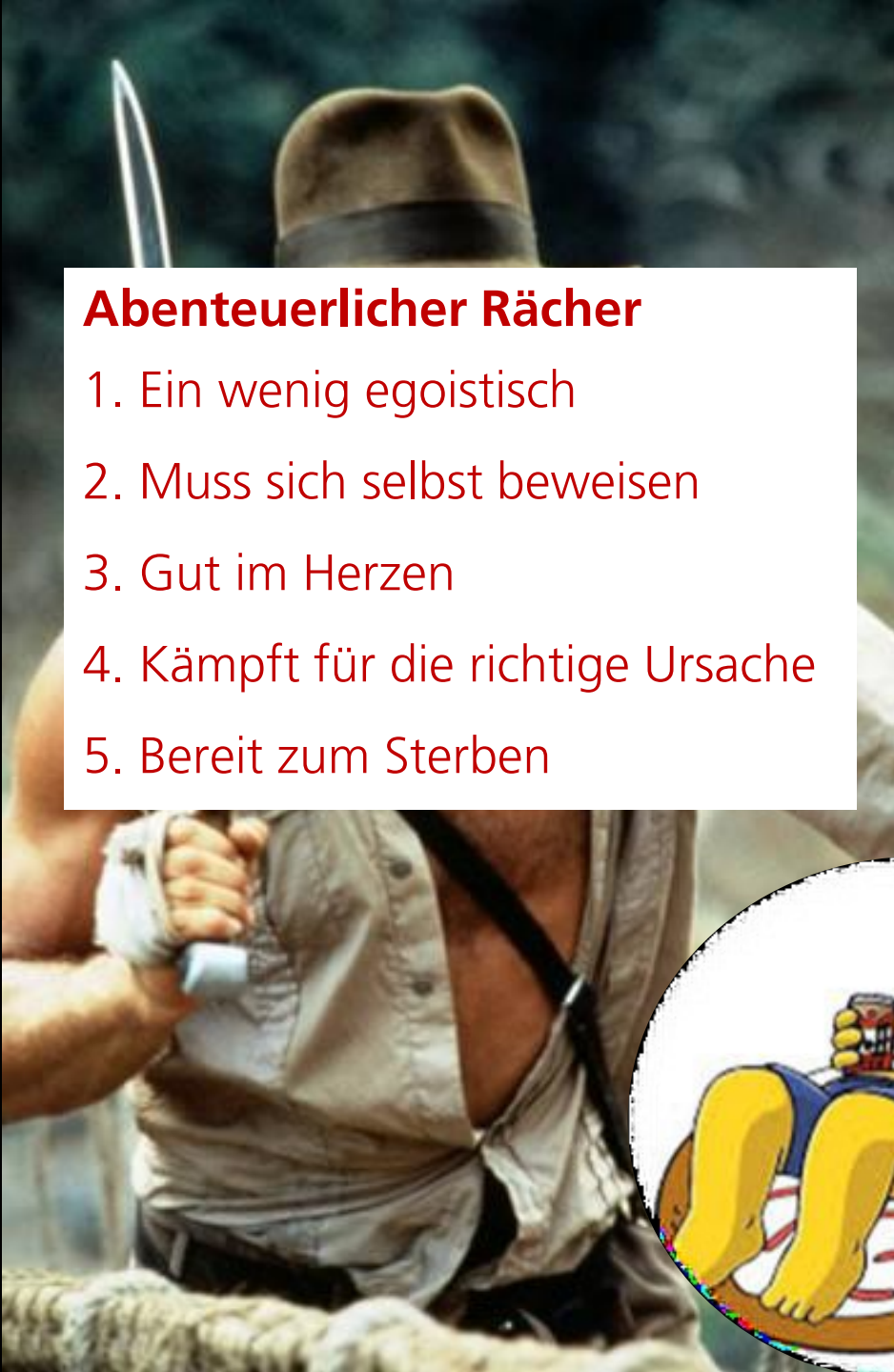
- Unerschütterlich hohe Erwartungen
- Perfektionisten
- Kontrollfreaks
- Verantwortungsbewusst
- Dicke Haut
- All-In-Commitment
- Keine Angst vor Entscheidungen

- Person kommt vor Athlet
- Wissen sehr viel über Athleten
- Emotionale & Soziale Intelligenz
- Gute «Überzeuger»
- Optimist
- «Helfer-Gen»
- Akzeptieren die Realität



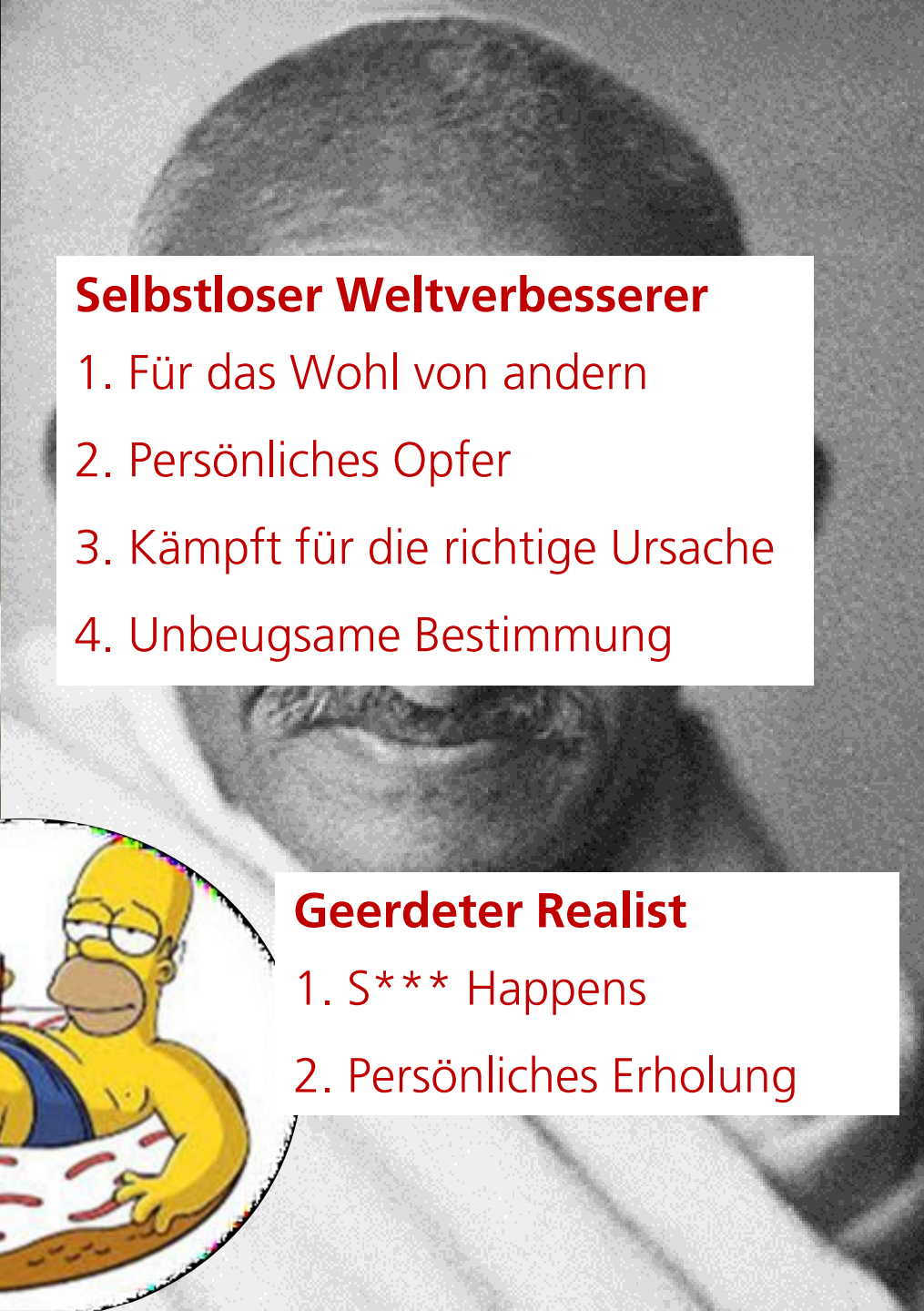
benevolence





Abenteuerlicher Rächer

1. Ein wenig egoistisch
2. Muss sich selbst beweisen
3. Gut im Herzen
4. Kämpft für die richtige Ursache
5. Bereit zum Sterben



Selbstloser Weltverbesserer

1. Für das Wohl von andern
2. Persönliches Opfer
3. Kämpft für die richtige Ursache
4. Unbeugsame Bestimmung



Geerdeter Realist

1. S*** Happens
2. Persönliches Erholung