



VOLLEYBALL NEW ZEALAND
POIREWA AOTEAROA

VNZ Coach Development Framework

Te Ara Pakari Tangata



Foreword

In recent years, an understanding has emerged internationally and here in New Zealand that significant changes are required to coach education. Traditionally, coach education programmes have relied on the transmission of sport-specific and technical knowledge from 'experts'. Insufficient attention has been paid to helping coaches become better at what they do. While technical and tactical knowledge is important, all of us involved in coaching know how important interpersonal and intrapersonal skills are to effective coaching (just think back to a coach who inspired you). However, there is little evidence of these skills being taught or developed.

It is therefore exciting to see Volleyball NZ leading the way with their new Coach Development framework. Considerable discussion, community consultation and planning went into the development of this plan. The plan is underpinned by the latest coach education research and is designed to meet the needs of all coaches, from beginner to senior level. We know the powerful impact coaches can have on athletes' enjoyment, learning and motivation to stay with the game. Traditionally, coach education has focused on what to coach. However, it is equally if not more important to reflect on how and why we coach to better understand the journey to becoming a more effective coach. It is fundamentally important to understand that as coaches we should never stop learning. This plan creates the opportunity for coaches to engage in that learning journey to enhance their coaching practice ultimately creating better experiences for athletes at all levels of the game.

1. Côté J, Gilbert W. An integrative definition of coaching effectiveness and expertise. *International Journal of Sports Science and Coaching*. 2009;4:307-23.

Simon Walters. Associate Professor, Sports Coaching, Auckland University of Technology



Contents

1. Introduction
2. Core Beliefs
3. Sources of Learning
4. Volleyball NZ's Coaching Awards
5. Volleyball NZ Player & Coach Contexts
6. Content of the 4 Coaching Awards
7. Linking the Formal with the Informal
8. Extension knowledge

We would like to thank Associate Professor Hone Morris, Pūkenga Reo (Māori Language expert), Office of the DVC Māori, Massey University, for his guidance and expertise in the formulation and integration of te reo Māori for this document.

1. Introduction

Coaches are such a critical element of our sport, and it's so important that we continue to prioritise their development. This document is our commitment to creating a leading coach development system.

The key question that underpinned the development of this framework was 'what's the purpose of a coach development system?' The answer we landed on was, to maximise coach learning. By maximising coach learning, we believe this will impact and improve athlete learning. The framework emphasises:

- Flexibility, so coaches can learn when they want to and how they want to
- Emphasis on both formal and informal coach development opportunities
- A variety of ways for coaches to access information and resource
- A constant focus on continuous learning
- Prioritising access to more knowledgeable others (MKO)

This document was designed by a small working group made up of coaches, key stakeholders from regional associations, Volleyball New Zealand staff, and coach development experts*. The group looked at research into coach development both from NZ, and internationally as well as using the insights gathered from the 2020 VNZ Coaching Survey that went out to our coaching community. Lastly, the group also used VNZ's existing coach development documents, and previous iterations of Volleyball NZ's coach development resources. All these sources of information were weaved together to shape this document, which in turn will shape the future of volleyball coaching in NZ.

This document will help you understand:

1. The philosophy of what great coaching means to volleyball coaches in New Zealand
2. The philosophy that underpins how we think coaches learn best
3. The structure that we think can best grow the level of capability of volleyball coaches around New Zealand

* Working Group was; Dave Keelty (VNZ), Johann Timmer (VNZ), Colleen Campbell (VNZ), Sam Ryburn (Volleyball NZ U19 coach & Canterbury Volleyball), Grant Harrison (Northland Volleyball), Simon Walters (AUT University)





2. The Core Beliefs of our Coach Development System are



He Tātai Hono

Connection

- To yourself & your 'why'
- To others
- To a bigger purpose
- Develops a love of Volleyball
- Positive energy
- People are invested in their team, their group, their whanau



He Tūhura

Exploration

- Open to trying new things
- Can adapt to different situations
- Many moments of discovery
- Questions being asked regularly
- People can explore and push the boundaries of what can be done



He Tipu

Growth

- Learners lead problem solving
- Focus on developing leaders
- Focus on developing decision-making
- Positive yet challenging environments and language
- Feedback given with openness
- Developing competence



He Tangata

People

- Feeling of safety to try things
- People first, athletes/ coaches/coach developers second
- Values been seen and lived through actions in training and follows onto life.
- Creating an environment where people can flourish.
- Understand the people in front of you

3. The 4 Sources of Learning that Underpin VNZ's Coach Development Framework

Illustrated here, are a number of ways coaches can learn (but this list isn't exhaustive).

It's important to note that all four sources are valuable ways for coaches to learn. In fact, to best develop as a coach, it's important to have a balance across the four sources. All four sources will form part of Volleyball NZ's Coach Development Framework.



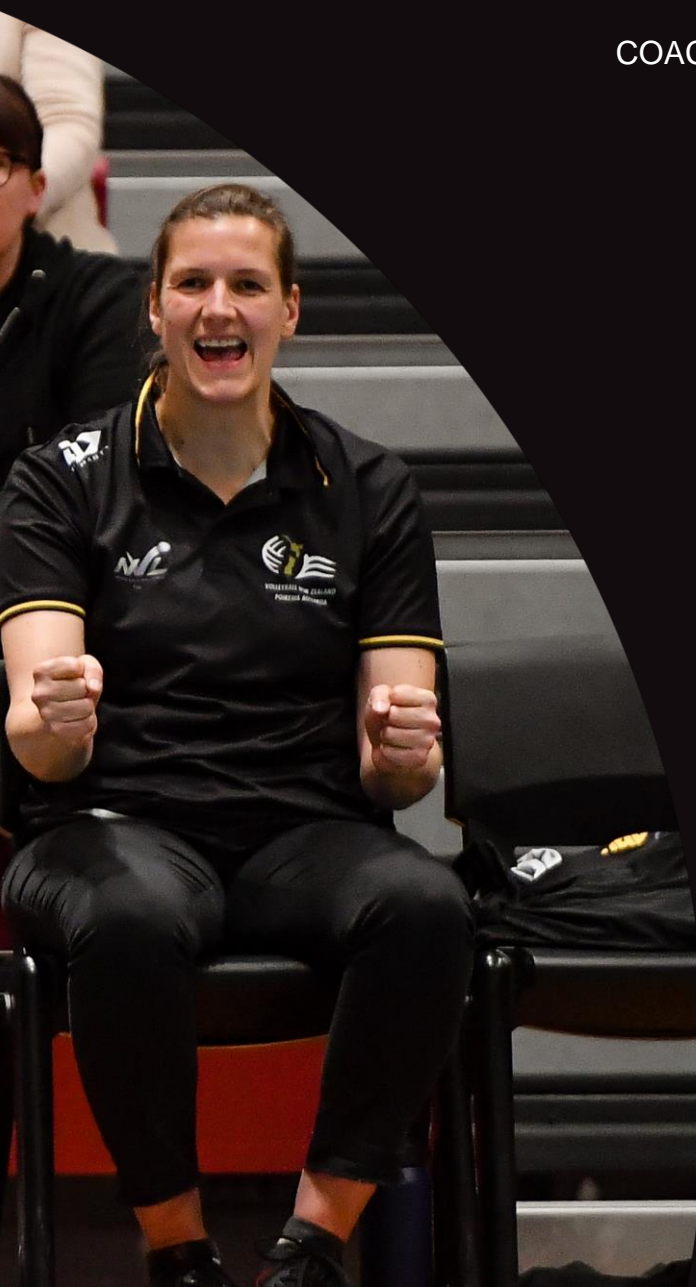
4. The 4 Volleyball NZ Coaching Awards

The formal side of the Volleyball NZ coaching framework will be split into 4 different awards.

	1	2	3	4
AWARD	ENGAGE Te Uru	GROW Te Tipu	DEVELOP Te Whanake	EXCEL Te Kōhure
Context coach operates in	Coaching primary/intermediate aged participants	Coaching social participants, junior secondary school participants, & for student coaches	Coaching competitive volleyball	Coaching performance teams
Requirements to complete the award	Completion of online modules	Completion of online and in person modules	Completion of modules, as well as evidence of reflection and learning through a season, and support from others	Completion of modules, as well as evidence of reflection and learning through a season, and support from others
Time expectations	60 minutes	2 hours online 3 hours in person	10 hours of workshops 5+ hours of self directed learning	20 hours of workshops 15+ hours of self-directed learning
				

On the next page, you can see where these awards fit next to our playing contexts

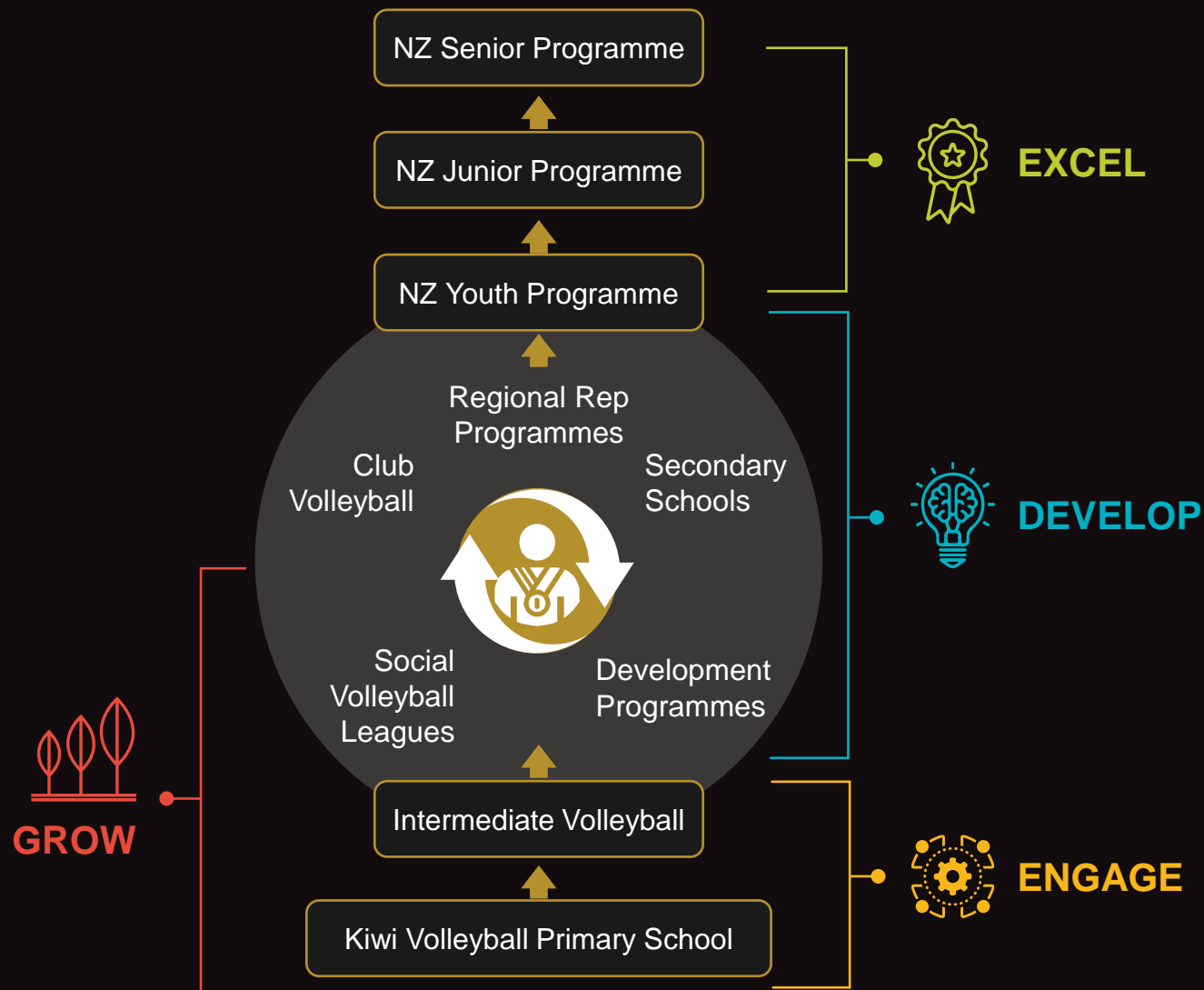
5. Volleyball New Zealand Player & Coach Contexts



COACHING CONTEXT

PARTICIPANT / ATHLETE

COACHING CONTEXT



6. Content of the 4 Coaching Awards



The four coaching awards in our coach development plan will all have topics under the four areas of critical knowledge:

1. Yourself
2. Your sport
3. Your people
4. Your environment

As well as those four areas, there will be content on Coaching for Character, and Balance is Better across all four awards. These two concepts are critical for all coaches to understand.

The awards will be flexible in how they are delivered, with a mixture of workshop, online workshop, practical delivery and video based feedback.



7. Linking the Formal with the Informal



We know that some coaches aren't overly interested in attending every module within an award, and that's ok within this framework. Coaches can jump into particular topics of interest to them whenever they like, and then implement that learning back in their own environment.

Equally, we know that some coaches are really interested in completing an award in its entirety, and that's ok within this framework too. The purpose of this framework is to maximise coach learning, and we believe learning is non-linear, and unique to each individual. So we need to be flexible to this, and accommodate all coaches and how they want to learn.

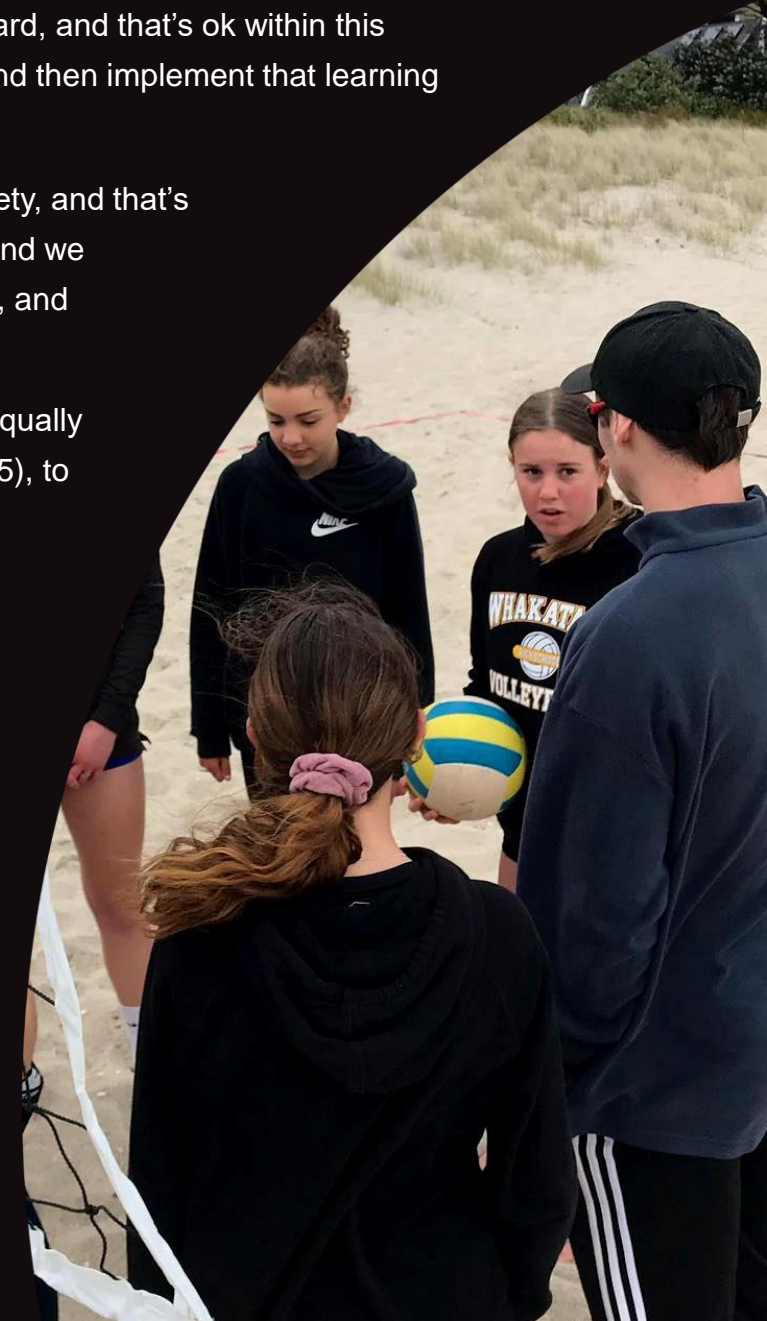
The content outlined on the previous page is a critical part of this coaching plan, but what's equally important is for our coaches to be tapping into the other three sources of learning (see page 5), to supplement what is learnt in our awards.

Because of the flexibility within this plan the way we track learning through a coach's journey needs to accommodate this uniqueness.

Coaches will receive a certificate of completion at the end of every award. For example, if you complete every module in the 'Coaching Competitive Athletes' award, you will receive a certificate to acknowledge that.

We will also operate an online 'passport' where you can track your own learning by marking when you have completed certain modules, as well as other forms of learning like connecting with a mentor, reading a coaching book etc. This information will be kept by both your association and Volleyball NZ, and you will be able to access this at any time through your online profile.

Through this online system, we will also be able to regularly post links to information, books and articles to read, videos to watch and podcasts to listen to.



8. Extension Knowledge



We believe that there is other information and areas of knowledge that coaches want to understand outside of what we have determined as 'critical knowledge'. Therefore, Volleyball NZ will provide workshops, online content as well as links to other places to source information on the below topics as extension knowledge. Please note, the list below isn't exhaustive, and will be adapted over time.



GROW AWARD

- Good sports – understanding young people
- Introduction to rules
- Safe/effective warm ups/cool down



DEVELOP AWARD

- Video analysis
- Game analysis
- Team profiling
- Developing Hitters
- Developing Setters
- Developing Defensive players
- Team/squad selection
- Helping athletes reflect
- Coaching in a tournament setting
- Technical/tactical modules



EXCEL AWARD

- Video analysis
- Working with support staff (S & C, mental skills)
- Understanding mental skills
- Understanding athlete load
- Team profiling
- Performance planning
- Technical/tactical modules