



Strengths, improvement requirements and development potential of elite sports coaches in Switzerland



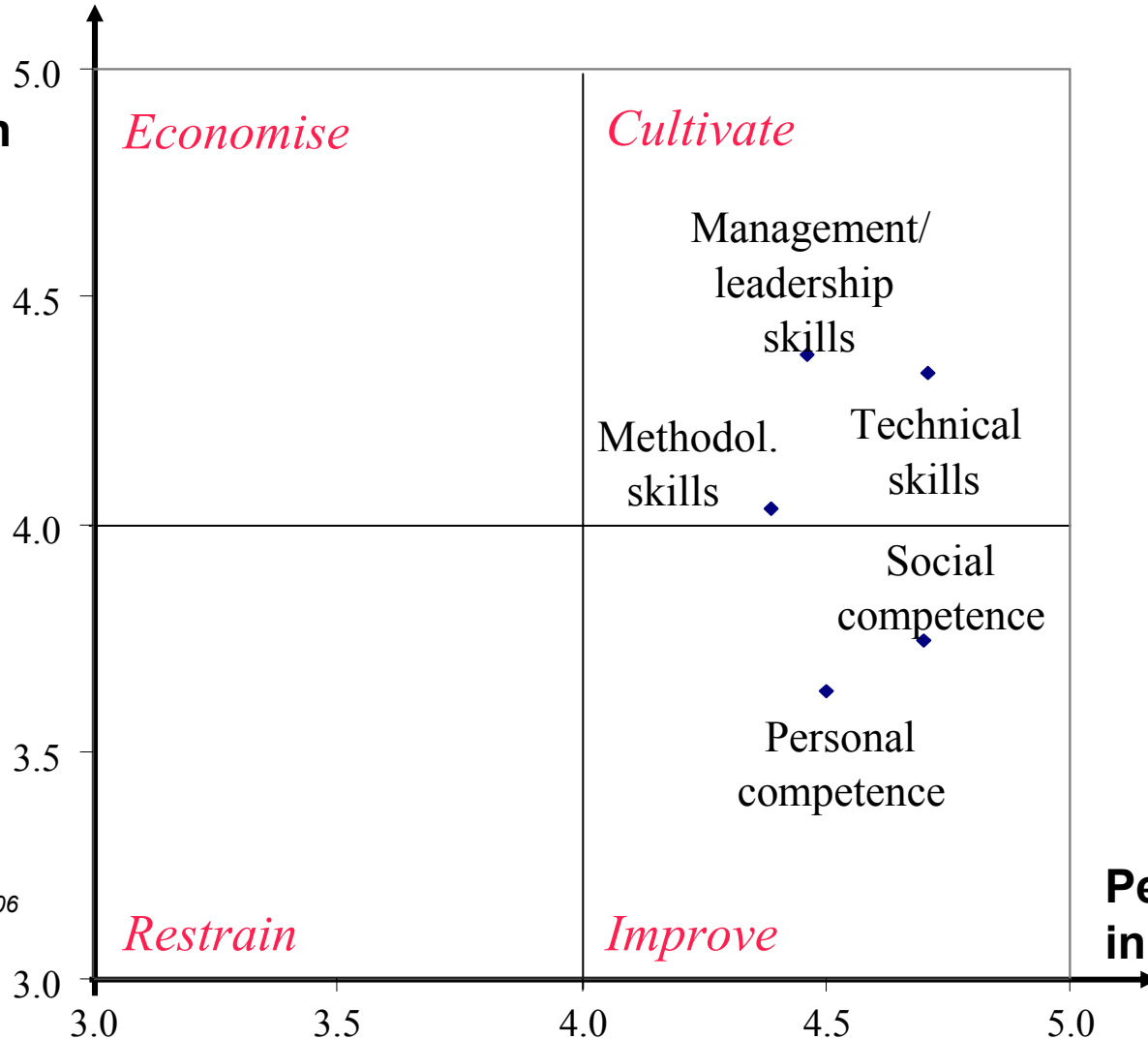
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Initial situation:

Quality relevant analysis of competencies by coaches who have completed the Swiss Coach Education course)

Competencies in coach training

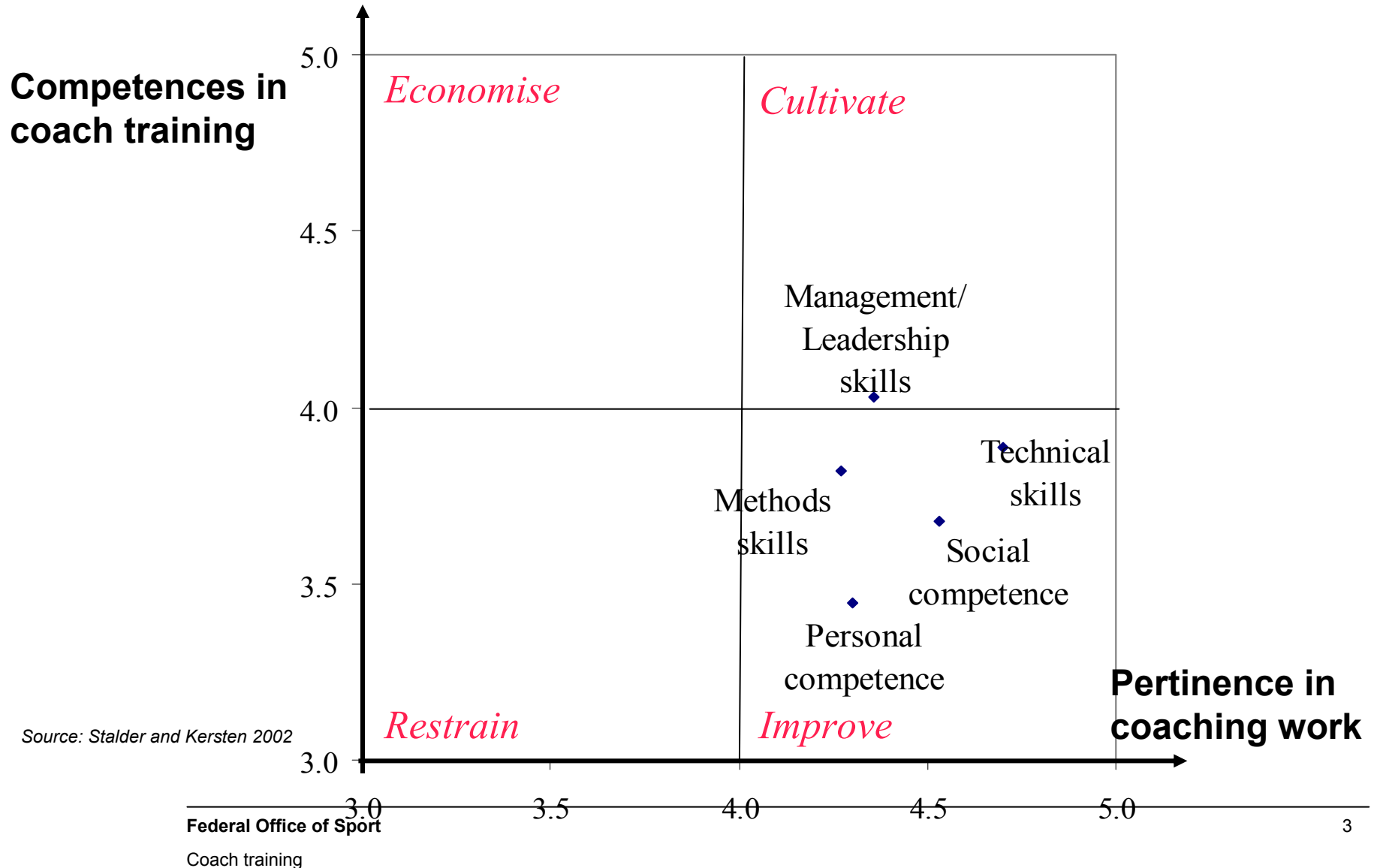


Source: Stalder and Kersten 2002, Lamprecht & Stamm 2006



Quality relevant analysis of competences

(only coaches without Swiss Coach Education Courses)





Aims of coach questioning

- **Know strengths, improvement requirements and development potential of Swiss top elite sports coaches**
- **Improve range of consultations in order to optimise the competencies of the coaches.**



Samples

- 1. National and personal coaches of Swiss Olympic top athletes in summer sports disciplines (n=23) 2007**
- 2. Comparison with coaches of young top athletes (n=54) 2009.**



Methodological approach: interviews of top elite and young athlete sports coaches

Introduction	Presentation of concept, objective, procedure and evaluation
Section 1 Open questions	What are your strengths in your work as a coach? Where do you see weaknesses/improvement needs in your work as a coach?
Section 2 Self assessments with questionnaire (expert-based relevance model)	<ul style="list-style-type: none">- Assessment of competencies- Assessment of development potential- Assessment of influential factors
Open questions/ conclusion	Review of discussion, augmentations, possible need for action, open questions, conclusion and thanks



Please assess your abilities!

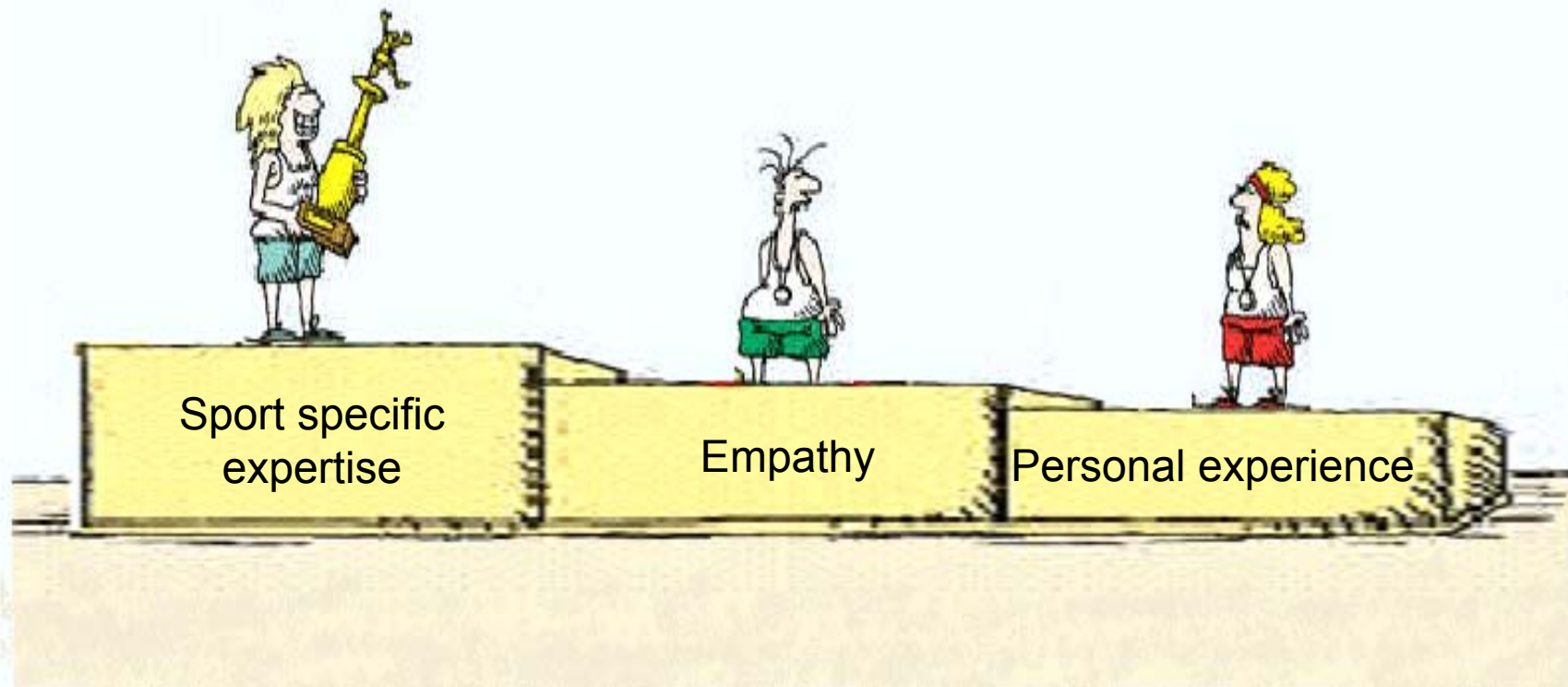
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 high medium low

Leadership and management skills	Expertise	Methodological skills	Self competence	Social competence
<ul style="list-style-type: none"> • Management of training <p>5---4---3---2---1</p>	<ul style="list-style-type: none"> • Expertise in type of sport and discipline <p>5---4---3---2---1</p>	<ul style="list-style-type: none"> • Methods of shaping and controlling training <p>5---4---3---2---1</p>	<ul style="list-style-type: none"> • Ability to reflect <p>5---4---3---2---1</p>	<ul style="list-style-type: none"> • Empathy <p>5---4---3---2---1</p>
<ul style="list-style-type: none"> • Coaching for competitions <p>5---4---3---2---1</p>	<ul style="list-style-type: none"> • Expertise in sports science <p>5---4---3---2---1</p>	<ul style="list-style-type: none"> • Methods of organising and work and management techniques <p>5---4---3---2---1</p>	<ul style="list-style-type: none"> • Self regulation and energy management <p>5---4---3---2---1</p>	<ul style="list-style-type: none"> • Communication <p>5---4---3---2---1</p>
<ul style="list-style-type: none"> • Conflict/crisis management and ability to resolve problems <p>5---4---3---2---1</p>		<ul style="list-style-type: none"> • Project management <p>5---4---3---2---1</p>	<ul style="list-style-type: none"> • Work-life balance <p>5---4---3---2---1</p>	
<ul style="list-style-type: none"> • Milieu management <p>5---4---3---2---1</p>				



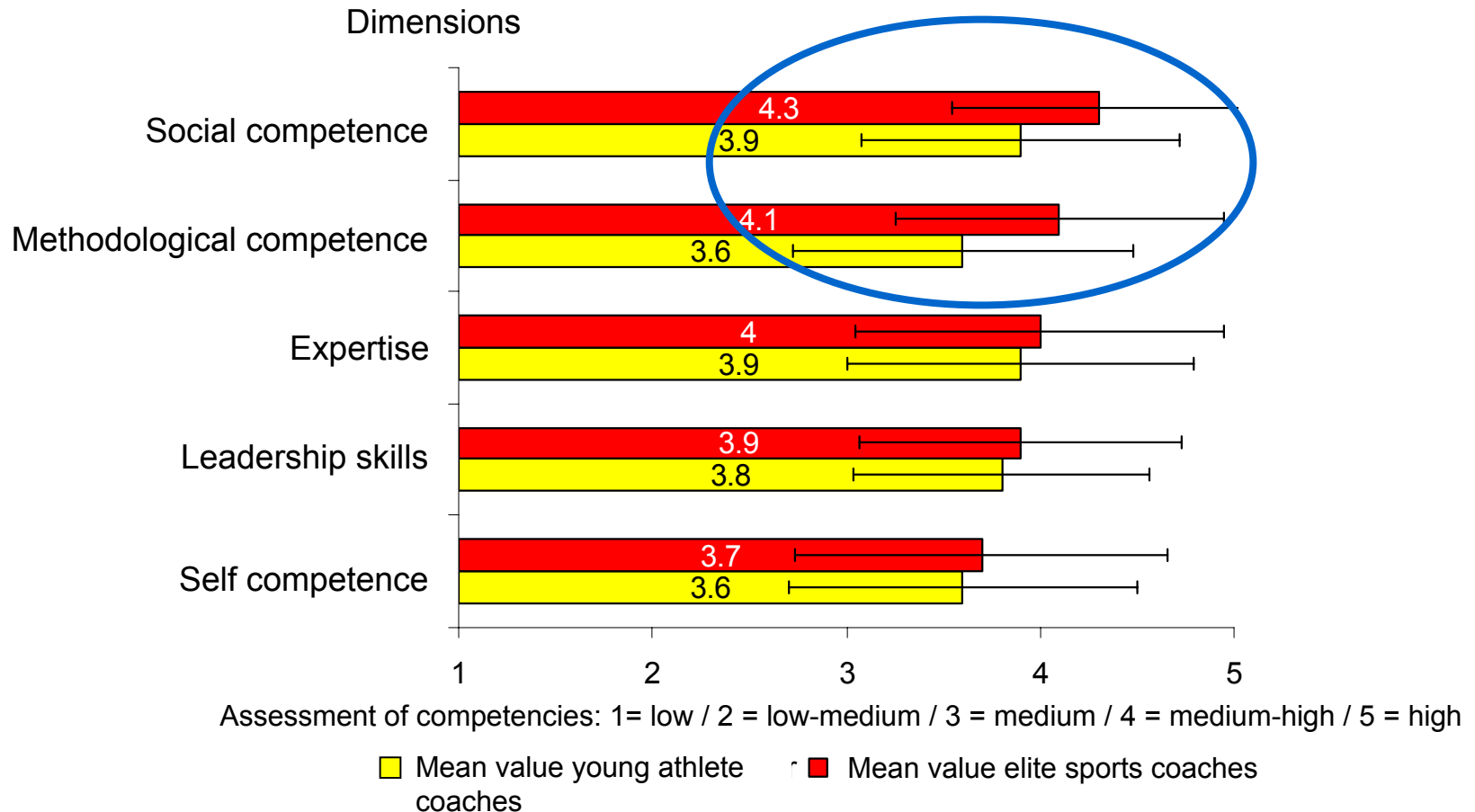
Section 1: Open Questions

Pedestals of mentioned top elite sports coaches



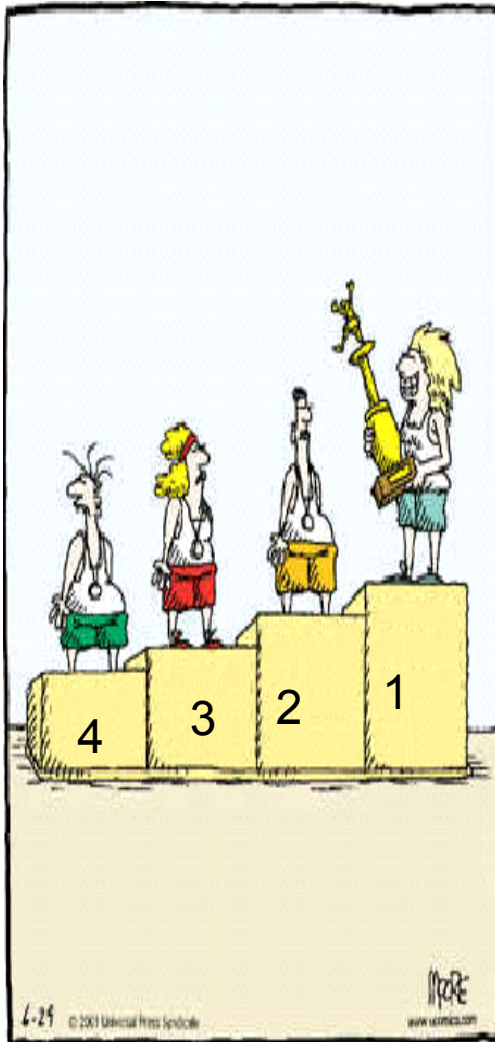


Results of competence assessment according to the dimensions of management ability





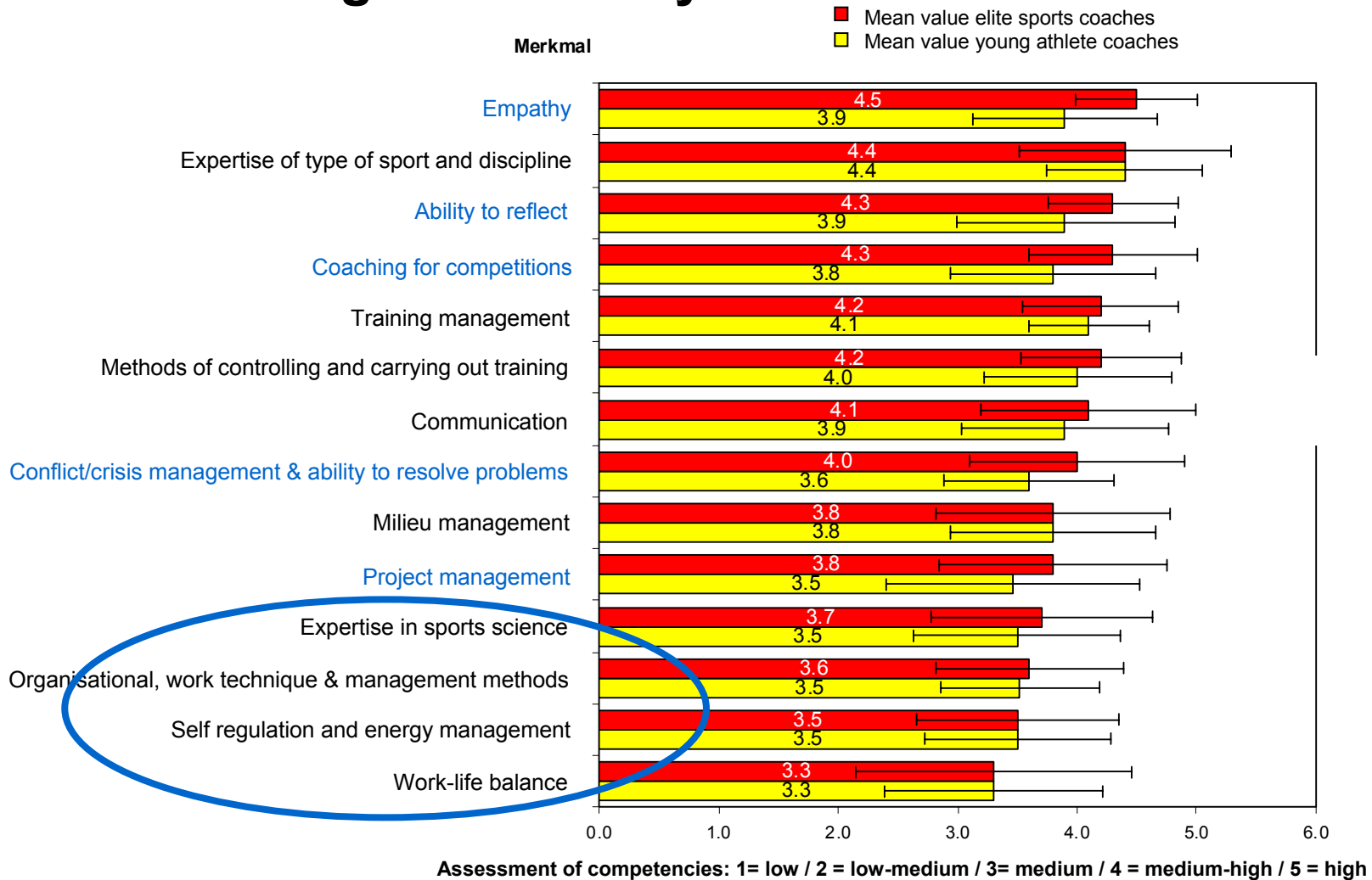
Potential on the basis of competence assessment



- 1 Work-life balance
- 2 Self and energy management
- 3 Organisation and work techniques
- 4 Expertise in sport science

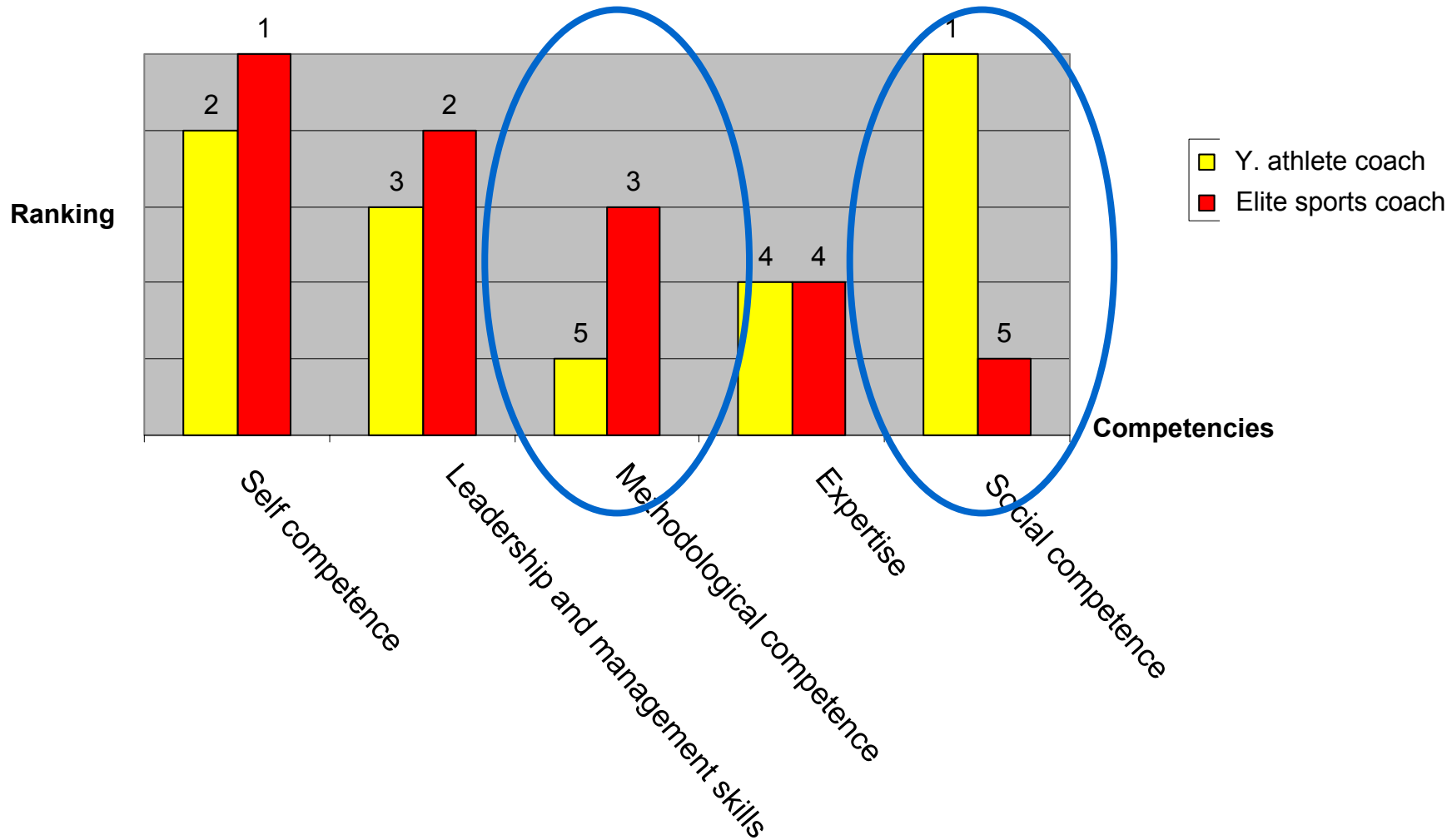


Results of competence assessment according to management ability





Results of improvement requirement according to dimensions of management ability





Coach consultation – Experiences





Consultation helps the coach in

- **clarifying**
- **unfolding**
- **building**
- **reflecting**
- **developing**
- **changing**

namely



Terminology of consultation services and work method according to case studies

Type of consultation	Case studies
Expert consultation	Able to structure high altitude training efficiently and effectively
Supervision	The coach wishes to act more calmly in crucial situations
Coaching	Perfect competitive coaching
Case-wise consulting/ interview?	Perfect life-balance
Conceptual consulting	Development and supervision of OS or world championship project
Organisation development	Reorganise training base



Coach consultation – current topics from supervisions

- **Life balance**
- **Demotivated team after failing to qualify for the playoff games**
- **Perfect multi-tasking**
- **Improve work within the coach team**
- **Management of personal resources**
- **Make fair selective decisions**
- **Conflict management**



Practical experience in 2008/2009

- **Elite sports coaches and upcoming coaches are about equally represented in consultations**
- **After the Olympic Games in Peking more consultations on management and self competence (life balance)**
- **22 consultations on-the-job after training**
- **80 coaches in the intervision/colleague case study consultation during training**



Statements coaches

‘Consultations within the group were always informative.

I very much appreciate that so much experience is concentrated in such a small area, an exchange takes place and I return home then with more knowledge’.

Irène Müller-Bucher, Orienteering Coach

Swiss coach of the year 2006



Bibliography

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