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« Preparing Expert Coaches »

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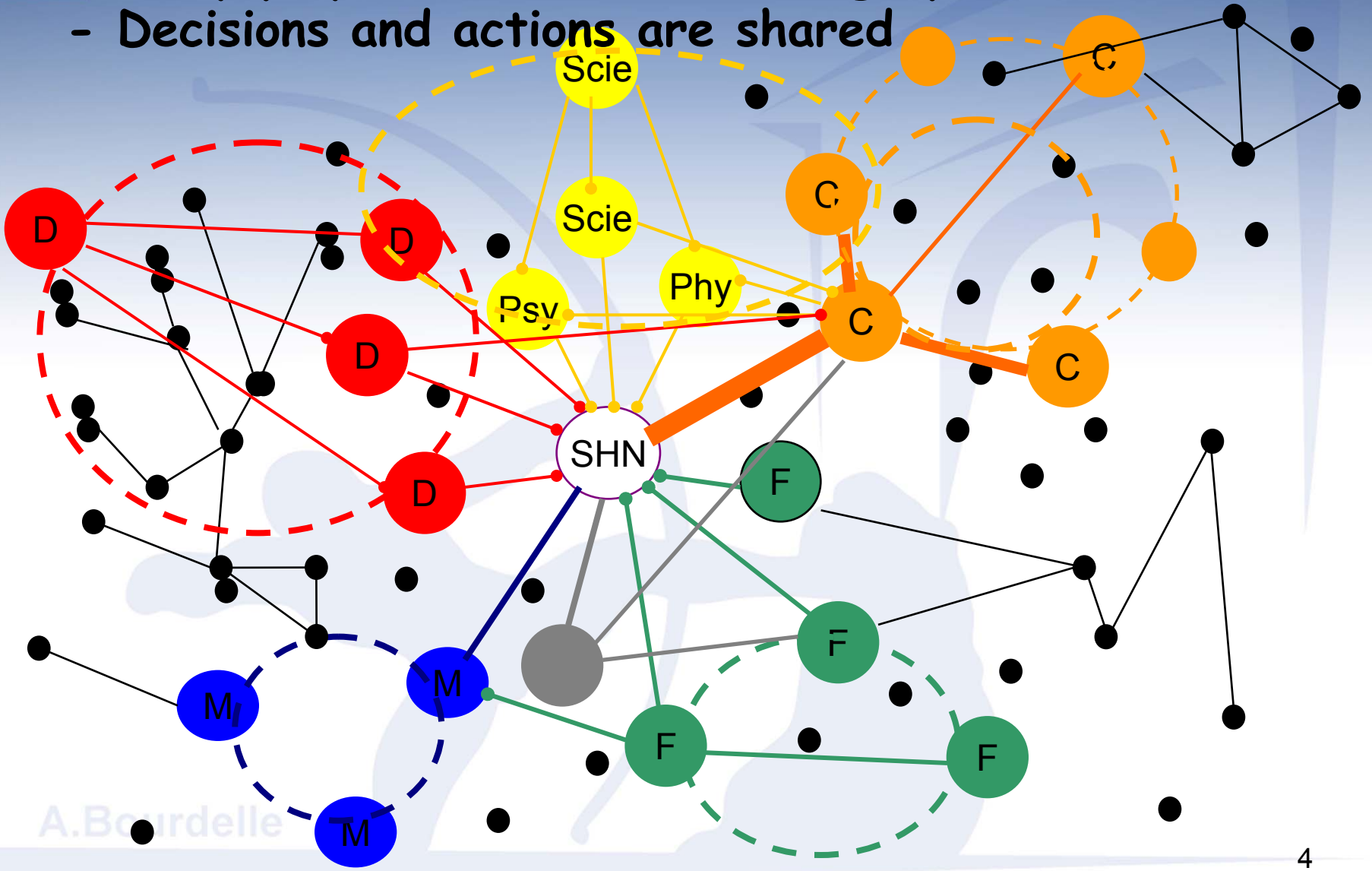
From a Professional Framework of French National Coaches to an Educational Program in Coaching

1. **A new epistemology to understand "High Level Performance" in Sport**
2. **The professional framework of French National Coaches**
3. **Implications for the continuous professional education of French National Coaches**

1. A new epistemology to understand "High Level Performance" in Sport

1.1. Acting and performing in complexity

- Many players are involved in high performance
- Decisions and actions are shared



A. Bourdelle

1.2. Models for dynamic and complex systems

- **Coaching does not mean applying knowledge but means solving complex problems in:**
 - Optimizing the potential of training network based on its technical expertise
 - Ensuring the interface between the partners involved in high performance projects
 - Organizing and carrying out a "high performance project"
 - Producing "appropriate actions" according to local circumstances...
- **To avoid the classical theories centered on "rationality" in high level sport to tend towards models for dynamic and complex systems:**
 - Unpredictability
 - Contradictions
 - Dynamic instabilities and evolutions

New competences have to be acquired by coaches, trainers, educators, researchers...

2. The professional framework of French National Coaches

Summary of the study

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2.1. The study of French National Coaches

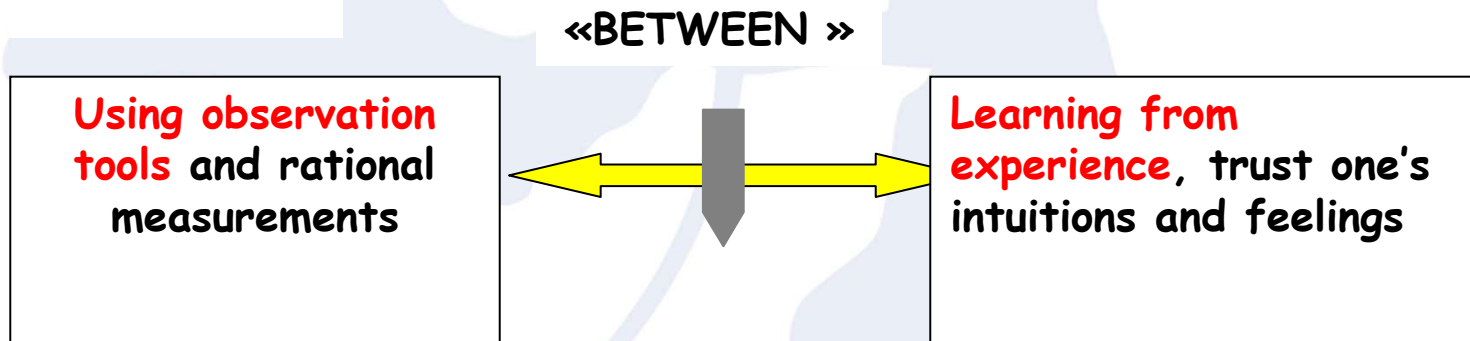
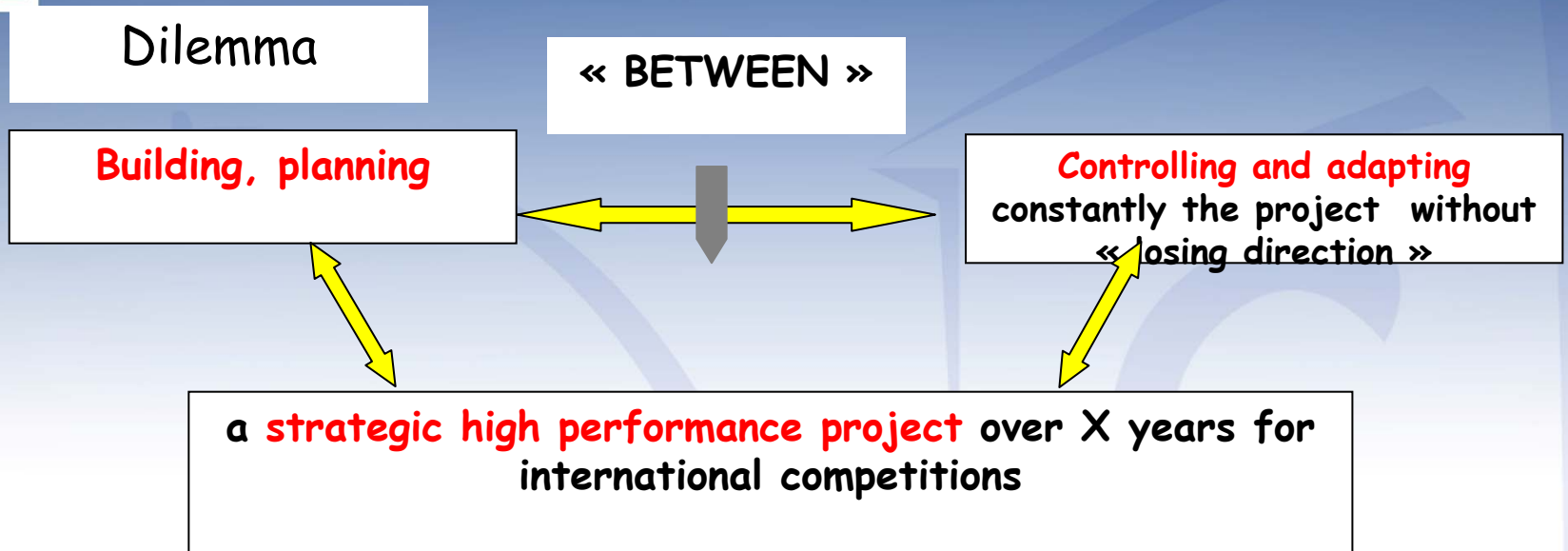
- **Objectives of the study**
 - To analyze practices in coaching
 - To define strategies and contents for continuous professional education for coaches
 - To capitalize coaching experiences
 - To propose tools for dialogue between professionals, educators and researchers
- **Method**
 - 15 French National Coaches (heterogeneity, different sports)
 - Observations and individual semi-directive interviews (complete retranscription)

2.2. A professional framework including « dilemmas »

- Not just high-level technicians of sport but now high performance managers
- To produce “the appropriate actions” according to local circumstances
- To act with a lot of dilemmas in action

	Typical Situations: (To prepare the Olympics)	Networks and decisions
<p><i>Between</i> planning a high performance project over X years for international competitions <i>and</i> constantly adapting the project without losing the direction</p>	<ul style="list-style-type: none"> - Finding a general coherence to the project while protecting local coherences - Ordering different temporalities (short or long) - Defining directions and conceiving performance indicators - 	<ul style="list-style-type: none"> - To build a staff, a network - To determine requirements (coaches, athletes) - To communicate - To delegate -

Dilemmas in coaching



Finding an "optimal" balance between load and under / overload of work in the training and performance project

- Between developing general skills and organizing a specific training with regard to the overall requirements of performance
- Between having singular objectives in sport development and maintaining overall coherence in collective performance / training
- Between developing and maintaining individual relationships with each athlete or each member of staff and developing, organizing exchanges with groups of athletes and a team
- Between having ambitions, dreams, intuition, beliefs, daring innovations and remaining realistic and rigorous
- Between a sports career, a professional career and immediate results
- Between closing and exchanges , between protection and watch
- Between taking into account the regulatory constraints of the high level system and having autonomy of action
- ...

3. Implications for the continuous professional education of French National Coaches

« Understanding in order to coach- Coaching to understand »

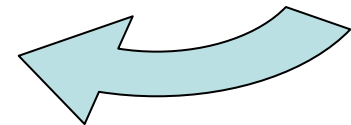
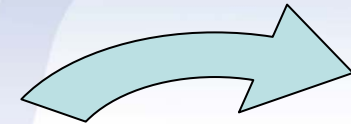
- **Acting, experiences and “useful” knowledge**
 - Prioritizing the point of view on the action
 - Learning from experiences and complexe situations
 - Encouraging social interactions in education and developing attitudes

...

- **Professional supervision, individualization and capitalization of experiences**
 - To become a reflexive practitioner,
 - To formalize coaches' practices
 - To give the possibility of connecting work experiences and certification (Master's degree)

Objective view
(sciences...)

Subjective view
(coaches experienc



- **An educational program adapted to the constraints of the 564 national coaches:**
 - 2 x 2 days, Bi-annual offer
 - 43 sessions proposed, How to select athletes for the Olympics, The recruitment in the French elite training centres, How to create a winning culture ? How to manage a “star” in a training team ?

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Thanks for your attention

