

The role of sport managers in the transfer of sport science to high performance coaching in Canada

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Knowledge Transfer in High Performance Sport

- Main questions:
 - Where do coaches get their information?
 - How do coaches access information?
 - Do some coaches have better access to information
 - Sport specific differences
 - How can a sport manager improve knowledge transfer to coaches?

Foundational work:

- Pilot study of university coaches:
 - Coaches believe that
 - Relevant sport science information is available
 - Sport science information is not easy for them to access

Focus of this study:

- What are the barriers/facilitators to coaches accessing current and relevant sport science information
 - From
 - Sport scientists
 - Other coaches

Method

- Questionnaire to 500+ CIS Head Coaches in both French and English; 182 responses
 - 60% coached female teams
 - 63% over 10 years of coaching experience
 - 40% Masters' or PhD
- Brief interviews (15 minutes)
- 42 CIS coaches from across Canada
- Representing
 - 7 different sports (BB, VB, Track, Rugby, Swimming, Soccer, Hockey)
 - 35% female coaches;

Interview questions

- What new ideas are coaches using and why
- Relationship to sport scientists or mentor coaches
 - Who
 - How
 - Where
- Where coaches find information
 - Sources
 - Resources
- What difficulties/barriers they have accessing information
- What facilitates their access and application of new knowledge
- Once they find it, do they share it
- Suggestions for improvement of knowledge transfer

Knowledge Transfer

- Knowledge considered here is not limited to new knowledge
 - knowledge may have been in existence for a long period of time
 - but may be new to a coach
 - Written form
 - Verbal form
 - Other temporary forms
- Knowledge may exist in a unique and perishable form!!!

Procedures

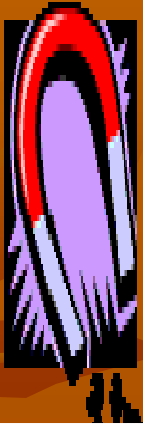
- Qualitative data were analyzed from a grounded theory perspective
- An inductive analytical process was used to identify themes
 - development of this conceptual model
- The conceptual model summarizes the key variables identified that either facilitate or inhibit
 - Coach access to sport science
 - Coach utilization/application of sport science

MOCASSIN

- Model of Coaches Acquisition of Sport Science Information
- The model employs a metaphor of iron ore as the knowledge, and a magnet as the coach
- The Common Knowledge sits near the surface where the magnet can easily attract it
- Other knowledge (ore) lies deeper and the magnetic pull must be stronger

Common Knowledge: 90% of Coaches Implement

Progressive Knowledge; 50% Implementation in Coaching Practice



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Radical Knowledge; Newest Ideas



Level of Motivation to Seek Knowledge

Conductivity Zone

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HP Athletes demand

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Winning/success

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Level of Motivation to Seek Knowledge

+ Accountability

Paid, evaluated



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Productivity Zone

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Level of Motivation to Seek Knowledge

Accountability

+ Contacts – ex-athletes; coaches; academics

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Radical Knowledge; Newest Ideas

Level of Motivation to Seek Knowledge

Accountability

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Conductivity Zone

Common Knowledge; 10% of Coaches Implement

Progressive Knowledge; 50% Implementation in Coaching Practice

Radical Knowledge; Newest Ideas



Level of Motivation to Seek Knowledge

Accountability

Contacts – ex-athletes; coaches; academics

+ Environment – proximity/access

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Level of Motivation to Seek Knowledge

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Environment – proximity/access

+ Coach can translate (education+experience)

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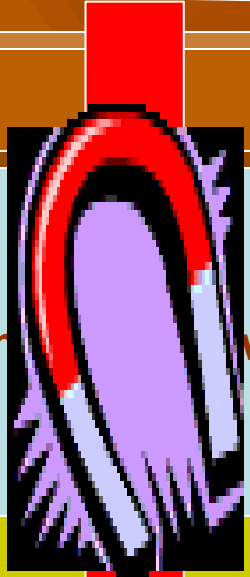
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Role of sport managers: supporting coach development

- What's the Conductivity Zone:
 - Funding
 - Packaging
 - Creating accountability processes
 - Motivate the coach to seek information
- Put the coach into a learning environment
 - E.g. – locate them at a University or College
 - Develops proximity between the coach and the science
- Encourage academic upgrading
- Encourage and support networking and sharing
 - Winning, recognition, job security
- Encourage and support “novelty”
 - Demonstrating application/incorporation of evidence based practice
- Develop organizational initiatives in CAC, CIS, COC

Role of organizations

- Take responsibility to support MOCASSIN
- CAC
 - Research
- CIS
 - Sharing, networking
- Universities
 - Research and dissemination



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Conductivity Zone

**Transfer is facilitated through strategic action by
sport managers and
Sport organizations**

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Radical Knowledge; Newest Ideas

Future directions

- Empirical support for the model
 - Underway
- Implementation projects with a goal of increasing coach access to/use of sport science
 - Development of suitable benchmarks
- Modules on the premise that all knowledge is not equal; Common, Progressive and Radical sport science knowledge