



WHAT MAKES A SUCCESSFUL AGE-GROUP COACH



*The Needed Skills and
How to Acquire Them*

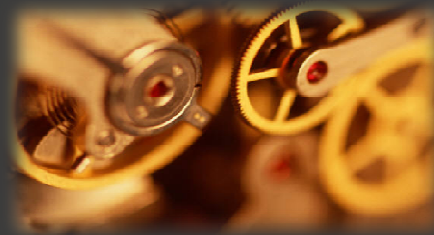
**ASCA Age-Group Coaches Clinic
August 2015, San Diego, CA
Don Heidary, Orinda Aquatics**



Speaker Bio

- ◉ **Summer League (20 years)**
 - Aggressive stroke-work coaching (in water lessons)
 - Relationship-driven
 - Aggressive teambuilding culture
- ◉ **High School (30 years)**
 - Aggressive culture/spirit focus
- ◉ **Orinda Aquatics (20 years), Founder**
 - 170 year-round swimmers
 - Culture driven/integrity-based
 - VCC – 34th this year
 - No discipline issues (100 teenagers)

“This is the true joy in life, the being used for a purpose recognized by yourself as a mighty one; the being a force in nature...” unknown



“I am of the opinion that my life belongs to the whole community, and as long as I live it is my privilege to do for it whatever I can. I want to be thoroughly used up when I die. For the harder I work, the more I live. I rejoice in life for its own sake. It is a sort of splendid torch which I have got hold of for the moment, and I want to make it burn as brightly as possible before handing it on to the next generation.”

George Bernard Shaw

This is the way great coaches (and servants) think.

Performance is obvious, but what if you were responsible for...

- Keeping attendance high
- Retention
- Kids' emotional state
- Career longevity
- Intelligent racing
- Injury prevention
- Culture building
- Embraced work ethic
- Leadership orientation
- Team values
- Love for the sport
- Athletic maturity
- Team support/camaraderie
- Academic performance
- Earning unconditional trust and respect
- Swimmer connection
- College careers
- The integrity of your workout
- Parent education
- Conflict resolution
- Swimmer discipline
- Swimmer demeanor at meets
- Stroke development methodology
- Locker room culture
- Staff/BOD relationships

Key skills could be the transformative part of a young athlete's career *and* of a young coach's career.



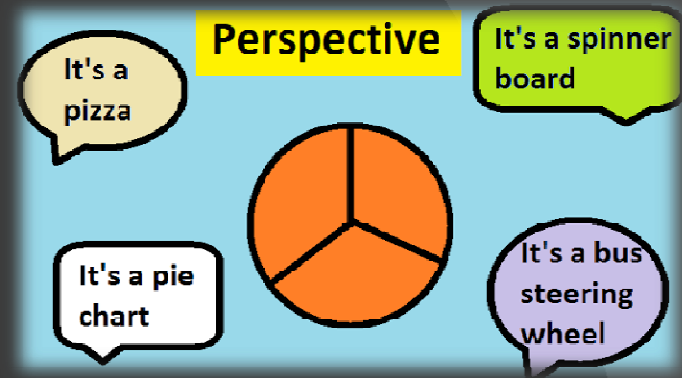
USA Swimming: "Most coaches lose their jobs because..."

“but that’s not swimming”

While you may not see these as relevant, if your goal is to develop healthy, positive, and highly productive careers, teams, and cultures, they are critical.

- Over trained kid burns out
- Undertrained kid doesn’t reach potential
- A great kid begins to hang out with a bad influence
- Parental pressure breaks a kid emotionally
- Ego erodes swimmer’s team commitment and sense of self
- Major stroke inefficiencies are not corrected
- Local team recruits your kids. Parents see better value away.
- Swimmer gets injured (due to poor technique/dry land)
- Discord with the BOD forces a passionate coach off the staff
- Staff members at odds
- Outburst at swimmer damages relationship
- Coach doesn’t feel “ownership” – doesn’t care
- Talented swimmer does not connect with coach
- Top two star swimmers don’t get along – causes division in locker room/group
- Low numbers equals low pay – coach leaves
- No role models
- A bullied swimmer quits
- BOD wants kids to have “fun”, you want to win
- BOD wants to win, you want to have fun

A Macro View



- Do you learn more or teach better?
- Do you swim more or training more efficiently?
- To you draw kids in or weed kids out?
- Are you a partner or an employee?
- Do you coach talent or potential?



So, what *does* make a successful age-group coach?

- ⦿ What is your list? (list three)



What is the best thing you do as a coach?

In what area do you need to develop?



It's All There



- Swimming Technique – 34.4M
- “Best” Swimming Technique – 28.7M
- Swimming Training – 166M
- “Best” Swimming Training – 158M
- **“Age-Group Swim Coaching Skills Needed to be Successful” - ~2,800,000**

So I will quickly go through them

A Question?

If you had the best drills/technique and the best training plan (of all 200 million), would you produce the best swimmers, or elite athletes?



Another question for you...

If the same workout (and drills) was given to each of you...

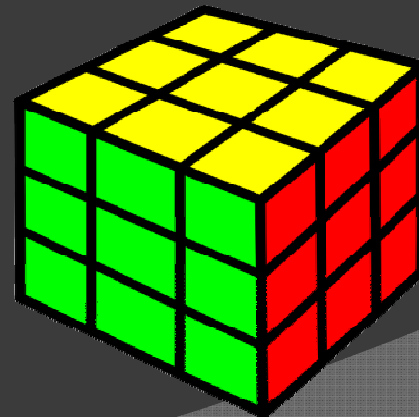
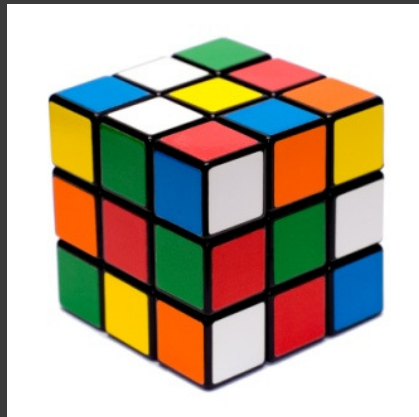
- ⦿ Would there be 100 different experiences?
- ⦿ How would the workouts differ in effectiveness?
- ⦿ How would the swimmers respond? Why?
- ⦿ What if you did that for a month? A season? A career?
- ⦿ Is it possible that with the same information, some will achieve greatness and others will languish or quit?

What lies behind the “numbers”, the set?



If the information is there, **why isn't every age-group program great?**

And **what else is there** to coaching and developing young athletes?



Spread the Wealth (?)

Secrets of the Millionaire Mind

- Resource, knowledge, and success flow to a rare few



If this is true, what do they know that is not on the internet? Is it possible that they don't do anything different, just better?

Regarding you, why do you coach?

- ⦿ No other job?
- ⦿ I was a good swimmer. Natural path?
- ⦿ Not sure what I really want to do?
- ⦿ Fits schedule
- ⦿ Money?
- ⦿ I'm good at it (I think)
- ⦿ Love children
- ⦿ Like teaching/swimming
- ⦿ Highly competitive (want to win)
- ⦿ Love teambuilding
- ⦿ Want to impact the lives of children



What is Your Development Plan?

- Just figure it out
- Read a lot
- Watch others
- Have an internal mentor
- Have an outside mentor
- I know everything!

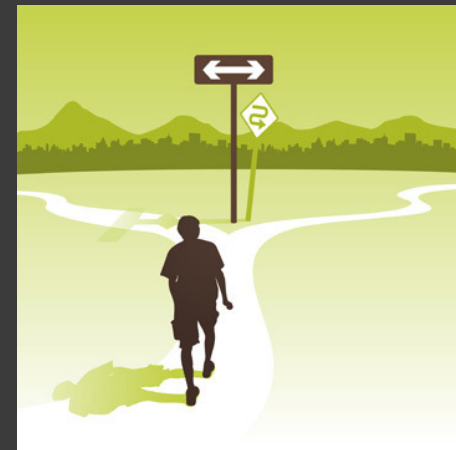
You MUST have a growth plan!



Do you have 10 years of experience or 1 year of experience repeated 10 times?

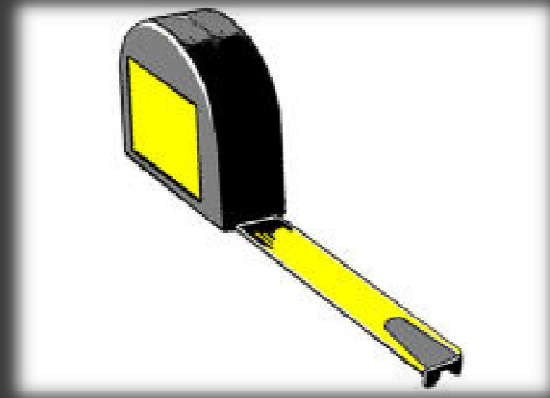
What is your Career Plan?

- No change
- Become a Senior Coach?
- Move to a bigger team?
- Smaller team?
- Become a Head Coach?
- Change careers?



What is Your Measure of Success?

- Happiness (theirs)
- Happiness (yours)
- Keeping a job
- Money
- Like the people you work with
- Performance (individual)
- Team success
- Team culture



Your Life in Terms of...

(is this working?)

- Career
- Passion
- Family
- Finances
- Fulfillment
- Purpose



- *If you could write your life's story, is this it? What is?*
- *If you could write your "hero's journey", is this it? What is?*
- *Is this your "dent" in the universe?*

(As a coach) Are you happy?

- If yes, why?



- If no, why not?



Cute kid!



What next?

(you will dictate)

- ⦿ What does he want to get out of sports? fun, friends, success, life skills, scholarship, self-esteem, glory...
- ⦿ **What do his parents want out of sports for him?**
- ⦿ Who will he become as an athlete and as a person through sports?
 - A leader and role model?
 - Burned out, disconnected, or socially adrift
- ⦿ **Will he reach his true potential? When? How? How will you know?**
- ⦿ Will he make your team better? Inspire others?
- ⦿ **Will swimming make him a better person?**
- ⦿ Will he be competing five years from now?
- ⦿ **What will he reflect on twenty years from now?**

This is the awesome power you have.
You can and will impact careers and lives.



Doing nothing or not caring is as much an impact.

Skills

(beyond the wet side)



Skills

1. Be visionary (see the cathedral within the rock pile)
2. Integrity (in all things)
3. Organization & Planning/Swimmer analysis (a detailed review)
4. A command of the workout/deck presence
5. Creativity (think outside of the box)
6. Have a sense of urgency
7. Connection/Rapport (swimmers & parents)
8. Desire to be the best at what you do/to learn and grow
9. Desire to win (so that you will do anything to succeed)
10. Professionalism (would a CEO hire you?)
11. Commitment to team/understand your role
12. Culture-building
13. An innate desire to bring out the best in youth
14. Humility & Compassion
15. Have a life perspective on – Values, people, sports, kids, success, etc.



Without these skills, it will be harder to maximize...

- Drill/technique work
- Training
- Teamwork
- Culture
- Athlete potential
- Coaching careers

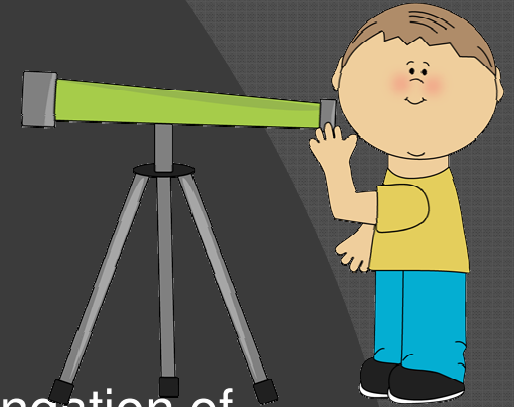


Skills – Grade Yours

Skill	You	Supervisor	Parents	Kids
1) Vision				
2) Integrity (in all things)				
3) Org/Planning, Swimmer Management/Analysis				
4) Command/Presence				
5) Creativity (out of the box)				
6) Sense of urgency				
7) Connection				
8) Desire to be the best				
9) Desire to win				
10) Professionalism				
11) Team-orientation				
12) Culture Building				
13) Desire to help youth				
14) Humility & Compassion				
15) Life perspective				



1) Be Visionary



Why?

- This is more than a stepping stone. It is the foundation of the career and life of an athlete.
- This alone (your vision) can be the transformative force in your career and theirs.

How?

- Take a moment and image the greatest version of your group and your athletes – demeanor, rapport, support, training, technique, competition, adversity, etc.
- Write it down as an affirmation, package it and sell it to the group.
- Live it and demand it every day
- Again, see the cathedral within the rock pile

Vision

- ⦿ **If you want to be happy, set a goal that commands your thoughts, liberates your energy, and inspires your hopes.” D. Carnegie**
- ⦿ **“No pessimist ever discovered the secrets of the stars, or sailed to an uncharted land, or opened a heaven to the human spirit.” Helen Keller**
- ⦿ **“We are limited, not by our challenges, but by our vision.” Unknown**
- ⦿ **“Build your own dreams, or someone will hire you to build theirs.” Farrah Gray**

What is your vision –

For technique, training, group, culture, success?

Does it drive everything you do?

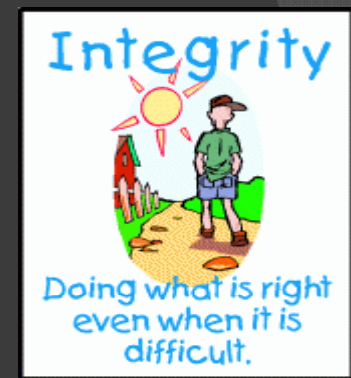


**“Too many of us are not living our dreams,
because we are living our fears.” Les Brown**

2) Have Integrity in all That You Do

Why

- It will be the most important aspect of your career and your relationship with athletes and parents. Be known as a person/coach of impeccable integrity. It will garner unconditional support for you.
- You ARE the role model. “Be” the role model.
- “A noble person attracts noble people.” von Goethe



How

- Commit to always do the right thing and say the right thing
- Always act in the best interest of your athletes and the team
- Always act and speak as if you were being observed by – BOD President, mother, most respected coach, etc.
- Draw a line in the sand on key issues, for you and the team

Integrity

- ◎ **“One of the truest tests of integrity is the blunt refusal to be compromised.” Chinua Achebe**
- ◎ **“Character is that which reveals moral purpose, exposing the class of things a man chooses and avoids.” Aristotle**
- ◎ **“No one will question your integrity if your is not questionable.” Nathaniel Bronner Jr.**

Integrity

- ◎ **“Integrity has no need of rules” Albert Camus**
- ◎ **“If everyone were clothed with integrity, if every heart were just, frank, and kindly – the other virtues would be...useless. “ Moliere**
- ◎ **“There are too many people who think that the only thing that's right is to get by, and the only thing that's wrong is to get caught.” ~J.C. Watts**

What role does integrity play in your life?
In your coaching career?



What lines will you *not* cross?

3a) Organization/Planning

○ Why

- Better planning is better productivity
- You appear prepared and professional
- People know you care

○ How

- Look at season, cycle, general training, stroke development, plan, etc. and how best to maximize, or be better.
- Work within the team system of development and progression plan





OA Sample "Quad Plan" or group progression

Orinda Aquatics - Group Quadrennial Plan

"Prepare the child for the path, not the path for the child."



2012	Junior Cub	Junior Plus	Senior 1/2	Senior 3	National
Skill 	Streamline, feel, balance, body line, distance per stroke - technique in all strokes	Advanced drills, "build" stroke, better awareness and discipline, refine turn technique, introduce stroke rates	Know drill sheet, drill discipline, know stroke keys, train stroke rates, develop under water speed, improve pacing	Detailed stroke breakdown, pace, back half swimming, aggressive stroke rates, recovery, disciplined walls, turns as an asset	Stroke accountability, precise pacing, back half swimming, aggressive stroke rate training, disciplined recovery
Training 	Light aerobic swimming, 50% skill/drill (all strokes), turn technique, dry land stretching, injury prevention, introduce test sets, develop 200 IM	Introduce/develop all energy systems, increase test sets, increase aerobic base/threshold in free and main stroke, maintain stroke and turn technique while training, increase pulling, train for 400 IM, introduce dry land, core, strength training	Know energy systems/test sets, train with purpose/focus, more pulling/resistance, increase kicking, increase IM training, add aggressive strength/core work, film (Dr. G), attendance - optional	Increase threshold/Vo2Max for free and stroke, increase stroke training, pulling/resistance training, aggressive IM training, increase core/strength training, film (Dr. G). Attendance at 90%	Increase threshold/Vo2Max and anaerobic training, aggressive IM training, increase pulling and strength training - VASA, med ball. Film (Dr. G). Attendance at 100%
Develop 	Training principles (general - why, how), introduce team culture, character, HAVE FUN!	Training efficiency/maturity, introduce leadership, humility, team commitment, begin long-term planning	Zero tolerance for adverse behavior, look for leadership, humility, team commitment. Elevate focus on training and competing. Strong academics.	Leadership , humility, perseverance, appreciation, vision, reach out to team, strong academics. Attendance is 90%. Begin college focus.	Leadership, humility, perseverance, vision, strong academics. Take responsibility for all aspects of team. College plan. Attendance is 100%.
Competition 	CBA+, JO, FW	CBA+, JO, FW, All-Star Meets, Sectionals	CBA+, Senior Meets, Sr T/F, Clovis shaven, HS, LC - FW, Sectionals	Senior Meets, Sr T/F, Clovis shaven, HS, LC - Santa Clara, Sectionals, Junior Nationals	SC - Clovis (unshaven), HS, LC - Santa Clara, Sectionals, Nationals, Jr Nationals, FALL -LC Grand Prix - MN, SC J Nationals, Dec LC
Goal	Far Westerns	Sectionals	Sectionals/High School	Santa Clara, Junior Nationals	Nationals, Olympic Trial Cuts
Become a high-character person and athlete					

3b) Swimmer Tracking/Analysis

◎ Why

- Keeps you connected
- Gives data/feedback
- Support swimmer/parent follow-up

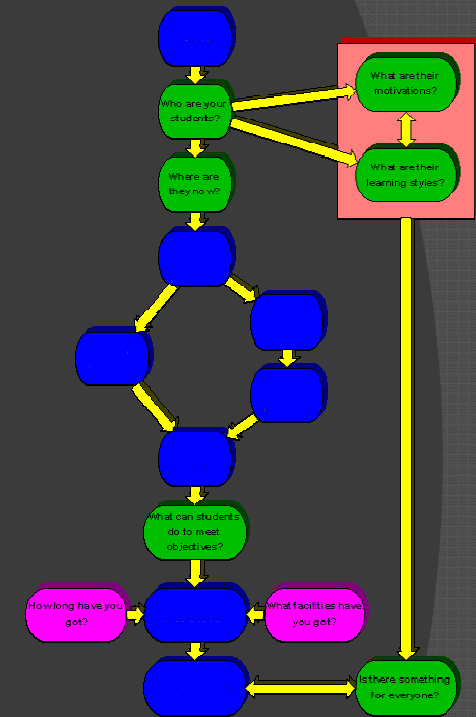


◎ How

- Detailed attendance
- Stroke keys/focus
- Track tendencies, habits, etc.
- Goal sets/tracking
- Grade effort, focus, maturity, team support
- **We use SmartSheet**

Organization

- “Plan your progress carefully; hour by hour, day by day, month by month. Organized activity and maintained enthusiasm are the wellspring of your power.” Paul Meyer
- “A goal without a plan is just a wish.” Antoine de Saint-Exupery
- “If you don’t know when you are going, any path will do.” unknown



How organized/analytical are you?



Do you leave no stone unturned, in planning and swimmer management?

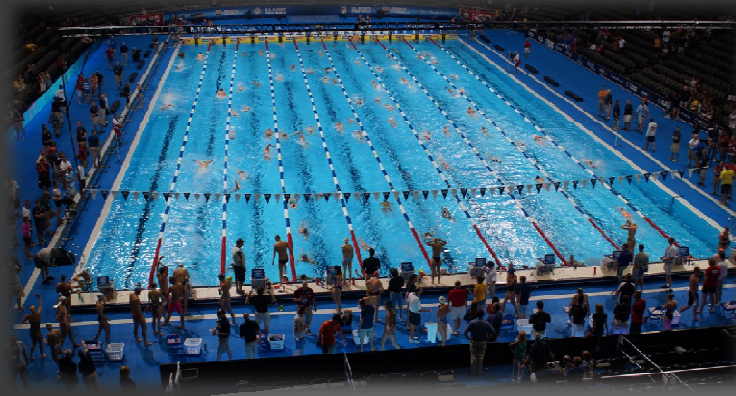
4) Command the Workout/deck

◎ Why

- The greater the command, the greater the efficiency and production

◎ How

- Watch, engage, move, connect, demand
- Do they feel your presence at all times, in all lanes?
- Does the workout run exactly as you had envisioned?



Presence/Leadership

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” John Quincy Adams



How is your command of the workout?



Do you have a captive audience?

5) Be Creative

◉ Why

- Although the foundation of the sport will never change, approaches, style, and methodology will.
- This is a labor-intensive sport
- Attention is held more through a creative process than a repetitive one.

◉ How – Think “out of the box” (but stay within system)

- Always ask if there is a better way
 - ◉ Drills – change drill (fun, etc)
 - ◉ Learning/games
 - ◉ Set design
 - ◉ Technology
 - ◉ Language
 - ◉ Meets/competition
 - ◉ Challenge athletes

Creativity

- ◎ **“Creativity means to push open the heavy, groaning doorway to life.” Ikeda**
- ◎ **“Uncertainty and mystery are the energies of life.” R. Fitzhenry**
- ◎ **“Those who create are rare; those who cannot are numerous.” Coco Chanel**

How creative are you?



What have you done that you would consider innovative?

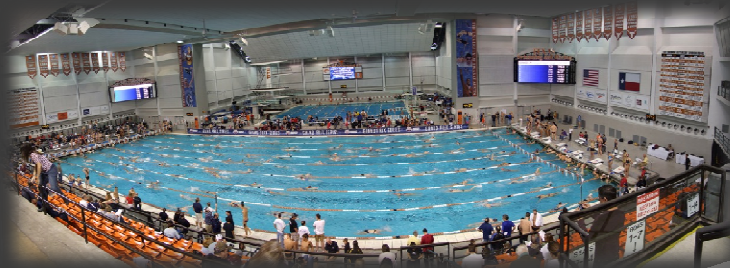
6) Have a Sense of Urgency



- **Why**
 - Can expedite development dramatically
 - Shows you care
 - Expands thought process (find a way)
 - You become more resourceful and creative
- **How?**
 - Ask, “what if I had to fix this problem today”?
 - Technique, turn, attitude, conflict

Urgency

- **“We can not solve our problems with the same level of thinking that created them” Albert Einstein**
- **“The lesson will always repeat itself, unless you see yourself as the problem--not others.” Shannon Alder**
- **“There would be times when we'd rack our brains on a problem, and think we'd considered every option, and then he'd redefine the problem or approach, and our problem would go away.” W. Isaacson on Steve Jobs**



Do you teach and coach with a
sense of urgency?



EMERGENCY

7) Connection

◉ Why

- **The quickest way to transform relationships and athlete development is to connect at the highest level of person, athlete, swimmer, leader (see chart)**

◉ How

- **Daily dialogue (one thing swim/one personal)**
- **Intense stroke feedback**
- **Ask for commitment in return**
- **Demand leadership**
- **Create value-added**
- **Give everything – ask for everything**
- **Write a note once a week to a swimmer (or parent)**

Levels of Development

- Coach runs workout/swimmer shows up
- Talk to about stroke (may or may not connect)
- Talk to aggressively about stroke
 - Pull out of water
 - Watch constantly
- Connect personally (care)
- Talk about attendance and commitment (link)
- Watch demeanor in all aspects
 - Encourage areas of improvement
 - Arrive earlier, focus, help more, talk to others
- Talk about leadership attributes
- Demand leadership skills
 - Begin giving leadership responsibilities (set up, tasks, lead stretching, etc.)
- Explore life/social choices (easy transition) – the “concepts”
 - From an athletic perspective
 - From a personal perspective
 - Give articles, shares a story, talk about past successes
- Talk about life skills that are critical to be a “good person”
 - Relationship with parents
 - Academics
 - Mentoring/inspiring others
- Demand them (fully connected)



Stages - Macro



- Take from name on roster to someone who connects
- Take from someone who connects to someone who is committed
- Take from someone who is committed to a high-character athlete
- Take from a high-character athlete to a high-character person
- Take from a high-character person to a leader (and someone *you* trust implicitly and will do anything for)



Connection

“The best way to lead people in the future is to connect with them deeply in the present.”

Kouzes & Posner



How well do you connect with your swimmers?
Will they do anything for you, for the team?
Do they know they can count on you?



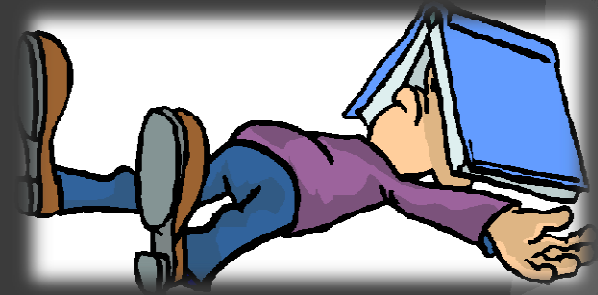
8) A Desire to Learn and Grow (to be the best at what you do)

Why

- You owe *it to those making an extraordinary commitment to you (and the sport) be the best you can be (should be inherent in all professions)*
- All great coaches are obsessed with learning and growing
- The sport is in constant flux – training, technique, technology, competition
- Assume your competition is doing more...

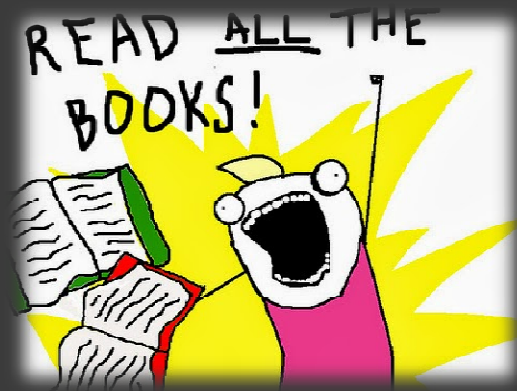
How

- Be an information sponge (and filter)
- Seek out a mentor
- Use meets as a learning ground
- Learn from the best in coaching (what made them successful)
- ASCA resources/video library



Competence

- **“Knowledge is power. Information is liberating. Education is the premise of progress, in every society, in every family.” Kofi Annan**
- **“To acquire knowledge, one must study; but to acquire wisdom, one must observe.” Marilyn vos Savant**



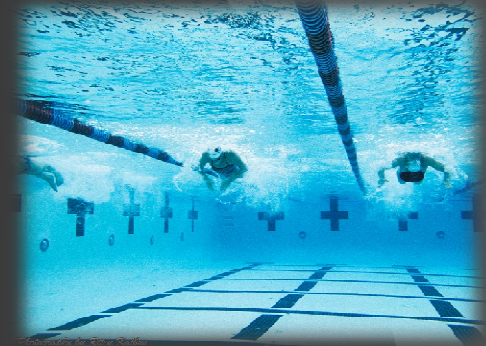
Best

- ⦿ **“Only the mediocre are always at their best.” unknown**
- ⦿ **“Act the part and you will become the part.” William James**
- ⦿ **To be your best, “you must do things you think you cannot do” Eleanor Roosevelt**
- ⦿ **Do you have ten years of experience or one year of experience repeated ten times?**

Do you think/dream about being great
at what you do, about being the best,
about setting standards?



9) The Desire to Win



Why

- It is the reality of our sport and must drive the athletic process
- A burning competitive drive (will to win/denial to give in) fuels all great coaches
- Your competitiveness will fuel your group's desire to achieve

How

- Develop a willingness and a deep desire to produce the best and most competitive athletes (team, community, nationally)
- Make sure they know the expectations and objectives (team and individual) and the path to success

Success

- ◎ **“Winning isn't everything, but the will to win is. Vince Lombardi**
- ◎ **Winning *isn't a sometime thing*. You don't do things right once in the while. Winning is habit, and unfortunately, so is losing. Vince Lombardi**
- ◎ **“Excellence is never an accident. It is always the result of high intention, sincere effort, and intelligent execution; it represents the wise choice of many alternatives. It is choice, not chance, determines your destiny.” Aristotle**

How would you describe your
desire/will to win?



10) Professionalism

◎ Why

- **Because you are a professional, AND you represent the entire coaching community. Coaching is one of the most impactful professions that exists and it should be presented as such (regardless of age)**
- **You are the face and image of the organization**
- **You are accountable.**

◎ How

- **Be disciplined in appearance, language, demeanor, interaction, social media**
- **Act like an owner or a partner of a business**
- **Would a CEO hire you? Would another team?**

Professionalism

Read “The Uncommon Professional”

A common man in a mundane job inspired others and transformed lives simply as a result of his:

- ⦿ Professionalism
- ⦿ Attention to detail
- ⦿ And pride in work and execution



How would you describe your professionalism? How would others? Is it important to you?

The Business Trip



1 1) Team Orientation

◎ Why

- **As an age-group coach, you are a critical part of the team process. Your efforts and philosophy must make the team as a whole stronger**

◎ How

- **Understand the team goals and philosophy**
- **Understand the practices and policies with regard to development, swimmer placement, discipline, etc.**
- **Sell teamwork and team-first to your athletes**

Team

- ◎ **“When spider webs unite, they can tie up a lion.”
unknown**
- ◎ **When he took the time to help the man up the mountain,
lo, he scaled it himself.” Tibetan proverb**



Do you always put the team first?
Is it the most important thing to you?



12) Culture Creation

◎ Why

- Culture is the glue that holds everything together, like a perimeter fence. It contains. It perpetuates.
- It is like having the wind at your back, in training, in attitude, and in positive action.
- Key – it WILL define itself if you don't

◎ How

- Back to vision, it must be defined, sold, implemented
- You should pursue a culture of technique, training, racing, team support, locker room, academic, etc.
- **“This is who we are. There is no other way.”**

Culture

**“The welfare of each is bound up in the welfare of all.”
Helen Keller**

**“To say that my fate is not tied to your fate, is like
saying your end of the boat is sinking”. Hugh Downs**



How would you describe your team/group culture?

What drives it?

What role do you play?

Is it an asset or a liability to athlete development?



13) Desire to Change Lives

Why

- ◎ **The influence and impact an individual has on another is the greatest privilege we will ever enjoy. Sports and coaching provides one of the most opportune platforms. It is incumbent upon us to take advantage of this opportunity.**

How

- ◎ **Incorporate life lessons, growth, and leadership into all facets of your program. While children will grow personally, your program will change in profound ways.**

Youth

- ⦿ **“There is no greater insight into the future than recognizing... when we save our children, we save ourselves.”**
- ⦿ **“One hundred years from now, it won't matter what car I drove, what kind of house I lived in, how much I had in my bank account, nor what my clothes looked like, But, the world may be a little better because I was important in the life of a child.” Unknown**

Do you embrace the great potential and power you have in influence and shaping a child's life (beyond swimming)?



14a) Live with Compassion

◎ Why?

- Compassion can underlie all good things in a coach-athlete relationship. It leads to respect, appreciation, performance
- “We are all fighting a hard battle.”

◎ How?

- Connect on a personal basis
- Do things outside of the coaching box –
 - A card, a gift, a meeting, a resource, etc.
- ***Over coach, over care***



Compassion

- ◎ **“If you want others to be happy, practice compassion. If you want to be happy, practice compassion. Dalai Lama**
- ◎ **Houssaye wrote: “Tell me whom you love and I will tell you who you are.”**
- ◎ **“There is more hunger for love in the world than for bread.”
Mother Teresa**
- ◎ **“Everything has beauty, but not everyone can see.” Confucius**

14b) Humility

◎ Why

- Too many careers have been derailed because of ego
- Humility keeps one striving to be more, do more, and give more
- Ego stunts professional growth, and everyone else is aware of it

◎ How

- Take a “servant” perspective on coaching and life
- Know that ego really equates to insecurity

Humility

- ◎ **"Humility finds those who credit themselves, and credit finds those who humble themselves." unknown**
- ◎ **"Humility is not thinking less of yourself, it is thinking of yourself less." Rick Warren**



What role do compassion and humility play in your coaching career?



15) Life Perspective

◉ Why?

- Decades from now, will this have made any difference?
- Do you know...
 - *What matters in life*
 - *What matters in sports*
 - *What matter to an athlete*

◉ How?

- Know your (personal) core values, beliefs, and priorities and overlay them on to your coaching skills and philosophy
- Ask, does this make you a better person or not? Does it add value to your life (personal or athletic)?

Life

- ⦿ "No man can tell if he is rich or poor by turning to his ledger. It is the heart that makes a man rich. He is rich according to what he is, not according to what he has." Henry Beecher
- ⦿ Try not to become a man of success, but rather try to become a man of value. Albert Einstein

Gift of
LiFE

What is your life philosophy and what role does it play in your coaching?

Is this your “dent in the universe”?



Final Considerations



What about *you*?



- ⦿ What is your skill set?
- ⦿ What is your skill GPA?
- ⦿ Who grades you?
- ⦿ What motivates you?
- ⦿ Can your standards be higher than anyone's?
- ⦿ Can you connect better than anyone?
- ⦿ Can you build a culture (that perpetuates)?
- ⦿ Can you change a life? Every life?

Be a Builder

- Of culture
- Of team
- Of process
- Of psyche
- Of technique
- Of perseverance
- Of family and Unity
- ***Not of resumes***



Run Parallel Paths of...

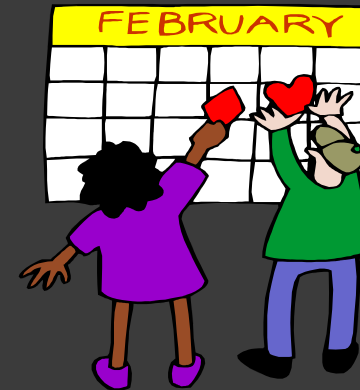
- Developing talent (a success anchor)
- Developing relationships (personal connection)
- Developing team (a rising tide)
- Developing culture (a way of life)



Everyday

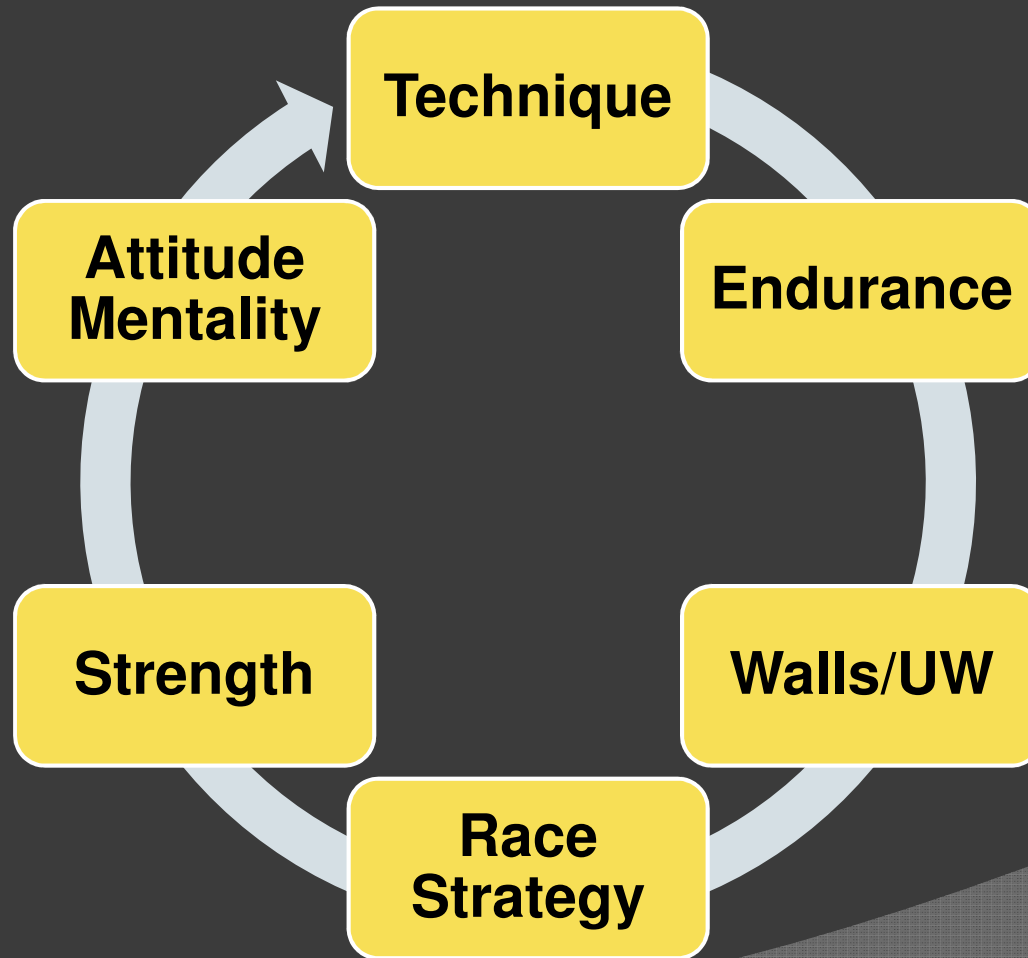
Time Horizon

The coach must pursue each path with an eye, and an awareness, on three time frames:



- ◎ Short-term – every day
- ◎ Medium-term – growth in your program
- ◎ Long-term - growth beyond your program (or to potential)

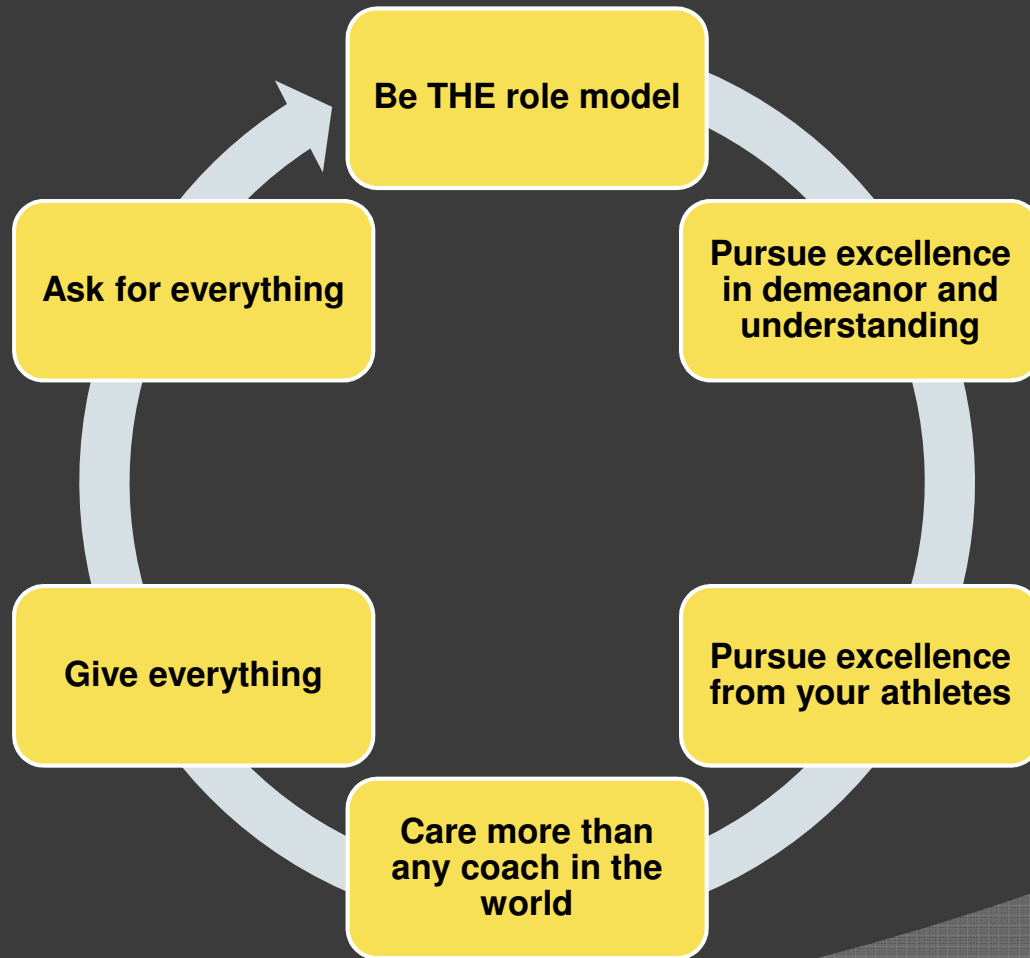
How to Get Better – Wet Side



How to Get Better – Culture Side



How to Get Better – Coach Side



There is no excuse.

The coach must be accountable for development in all areas.

- ⦿ *“They don’t get it.”*
- ⦿ *“They don’t listen.”*
- ⦿ *“They are immature.”*
- ⦿ *“They do not understand.”*



With regard to technique, training, maturity, integrity, leadership, team commitment.

The right skill set (*and the 200 million websites*) will allow to do develop young athletes and young adults to levels they never thought possible.



Leadership is a privilege,
and coaching is leadership.

It has been an honor to be with you.

Questions?



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Thank you to the
American Swimming Coaches Association

