

ROWING NEW ZEALAND

# COACH STRATEGY 2024 - 2032



# COACH DEVELOPMENT STRATEGY

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“IT IS OUR JOB TO ENSURE COACHES ARE WELL EQUIPPED AND WELL SUPPORTED IN THIS ENDEAVOUR. WHETHER YOU ARE WORKING WITH YOUNG ROWERS, ADAPTIVE, MASTERS, BEGINNERS OR ADVANCED, ALL ROWERS...”

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## INTRODUCTION

Welcome to coaching rowing. Whether you are a retired athlete or current senior rower who is giving some time back to the sport, a parent or teacher who has been asked to assist with coaching by your kids or club, thank you for your time and effort into helping our rowers learn, develop and grow a passion for our sport.

Rowing New Zealand is committed to providing all athletes and participants an enjoyable, safe and rewarding time in our sport. It is our job to ensure coaches are well equipped and well supported in this endeavour. Whether you are working with young rowers, adaptive, masters, beginners or advanced, all rowers require guidance and assistance to develop and achieve their own goals.

In order to do this Rowing New Zealand must continue to develop, update, build and deliver an effective and relevant education programme. This will ensure that we have coaches providing safe and rewarding programmes to rowers.

Coaching is a primary area of the Rowing New Zealand (RNZ) framework and a main pillar of maintaining ongoing excellence in the sport. Therefore, a coaching strategy provides RNZ with a purposeful direction and a focus to work towards each year within the context of a plan for the next eight years. It allows coaches, athletes, and staff, to understand and appreciate the priorities and direction of the RNZ coach development team.

Long term planning and development need strategy, focus and resources. This document underpins development planning and focuses on coach development requirements for Community (school and club), Development (pathway and age group) and Performance (U23, elite and Olympic). It complements the existing RNZ strategic intent and High-Performance Strategy and ensures connections, opportunities, identification, recruitment, and retention are addressed.

## FOUNDATIONS OF COACH DEVELOPMENT

### VISION

To have a community inspired and unified through rowing.

### PURPOSE

To grow the person, the passion, and the profession.

#### RNZ recognises the importance of coach development to:

- » Sustain the coaching strategy through 2024 to 2032.
- » Support a coach alongside hands on coaching to create a key environment for learning and performance.
- » Provide varied learning opportunities which reach more people and move with the needs of the group.
- » Achieve excellence in coaching across all levels.
- » Provide a professional collaborative approach and teamwork among coaches throughout our rowing community.
- » Ensure innovative and world-leading coaching practice is applied to enhance the rowing experience.
- » Succession planning so that new coaches are recruited and developed in a timely way to maintain the momentum of international success.

## OUR PEOPLE

### COACH DEVELOPMENT MANAGER

RNZ Coach Development Manager is responsible for developing and overseeing the RNZ coach development programme and initiatives. Communication is a primary responsibility of the Coach Development Manager (CDM) to ensure all coaches are well informed as to what is available to them. Another key role here is to identify and support external coach developers, identifying the right people, providing learning opportunities for them, and ensuring they have the skills, time and are supported in their role.

### COACH DEVELOPERS

The role of the coach developers (CD) is to deliver RNZ formal education in the regions. On top of this they are required to be up to date with other opportunities available in their region and communicate to their regional coaches these opportunities. CDs will also be exposed to personal and professional development, and it is an expectation RNZ has of them in their role.

### COACHING STAFF

Rowing New Zealand Coaches, including Pathway and Age Group coaches, and RNZ support staff are an essential part of putting together up to date information

at an appropriate level for our coaches. The coaching team are accessible for coach boat ride-a-longs, assistance with programming, technique and rigging. RNZ support staff provide support and direction to the CDM and other coaches around best practice, up to date scientific evidence and are experts in their field who are on hand to offer advice and support.

### ROWING ASSOCIATIONS

The Regional Rowing Associations are critical in communicating to their coaches upcoming coach development opportunities, updating RNZ on any other development opportunities they are providing, and the coaches involved, assisting RNZ coach developers with arranging venues for courses. The rowing associations also play a vital role in assisting coaches in funding some of these development opportunities.

### ROWING CLUBS

Most of the coach development will take place in rowing clubs around the country. RNZ will need assistance from clubs to provide suitable venues and equipment when necessary for the coaching courses.



# OUR COACHES

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## COMMUNITY COACHES

Community coaches play a vital role in fostering positive development, collaboration and growth within our school and club environments. Their importance lies in their ability to empower and support individuals, and groups within a club to achieve their goals and contribute to the overall well-being in the rowing community.

### THE ROWERS THEY COACH

The largest group of rowers in this category are school based rowers, however there are several community rowers in clubs and universities, including Masters, adaptive rowers, and the new addition of coastal rowing. These rowers are generally still in their early days of rowing and learning about the sport. They have commitments to other sports and school, university, families, and work. The rowers value being with and making new friends, being competitive, learning skills and being fit and healthy. The biggest motivator is being a valued member of the team.

### THE TYPICAL COACHING ENVIRONMENT

The largest group of community coaches work within school programs and therefore must have a good understanding of the needs and values of the school and have positive working relationships with the clubs they row out of, as well as the parents and rowing society. Club coaches working with school leavers, adult rowers, masters and special population groups also fit into the community coach space and can work as part of a wider team or in isolation. They are all an important part of their community group and the rowers they are supporting.

## DEVELOPMENT COACHES

Development coaches work with our rowers on the pathway and serve as a guide and facilitator for individual growth and improvement to help the rowers achieve their ambitions. Their importance is evident in the positive impact they have on performance, personal development, helping individuals develop new skills, make informed decisions, and navigate the complexities of life and rowing. The ongoing support and empowerment provided by the development coaches contribute to individuals' success and well-being.

### THE ROWERS THEY COACH

Development rowers have shown potential and expressed a desire to push themselves further into a NZ rowing team. A rower in this group is typically a school leaver and learning to self-manage their rowing development alongside tertiary education or work. Development rowers are identified once they make a representative team or are part of the development pathway list.

### THE TYPICAL COACHING ENVIRONMENT

Development coaches are based out of clubs in the summer or the Rowing New Zealand High Performance Centre at Lake Karapiro, in the winter. There are structured routines and systems in place for coaches working in this environment. Coaches in this environment are part of the wider Rowing New Zealand coaching team and must work with several coaches, support staff, Rowing New Zealand staff and new athletes.

## PERFORMANCE COACHES

The role of the performance coach is essential for individuals and teams striving to excel on the world stage and reach their full potential. These coaches are based full time out of Karapiro training base working with U23 and elite rowers aiming towards World Championships and Olympic success. These coaches' expertise, guidance and support enable rowers to consistently deliver results and maintain high levels of performance by constantly pushing the boundaries of what is achievable.

### THE ROWERS THEY COACH

The rowers at this level have made a commitment to rowing and to reach their full potential aiming to achieve Olympic and world championship success. These rowers often must relocate to Cambridge and adjust their study or work part time. They require holistic support to ensure a successful transition, development progression and performance conversations.

### THE TYPICAL COACHING ENVIRONMENT

While the majority of these rowers will be based out of the Rowing NZ HP training center, some may be located in the Performance Hubs. The Rowing NZ HP facility provides rowers and coaches with access to High Performance Sport NZ support staff in several disciplines aimed at keeping them in the boat (mental wellbeing, injury free, strong, fit, healthy, and motivated).

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## OUR CURRENT SITUATION

### STRENGTHS

#### Modules

- » Two main modules plus online self-learning provide a good coaching foundation.
- » Updated and refreshed version is required.

#### Holistic approach to coaching

- » Coach development focus on a holistic approach
- » Continue to deliver athlete centered approach.

#### Courses for different levels

- » Courses are available for coaches at different levels which is important across the community.

#### Scholarship program

- » RNZ scholarship programme is well received and supported by the regions.
- » The ability for coaches from across the country to have access to the RNZ site and staff is unique and provides connection, openness, and development of both the coaches attending and the staff and coaches delivering.

#### Regional networking including speaker series

- » Rowing NZ visits the regions and offer a guest speaker has been well received.
- » Consistency here as well as further reach to the wider regions would be appreciated.

#### Online development opportunities –

- » The ability to deliver courses online and provide self-led courses is a great way to give people options for how they want to learn and makes information accessible.

#### Coach boat ride-a-longs –

- » Access to the RNZ coaching team and sitting alongside them in the boat is a great resource.
- » RNZ pathway leads in the community to sit alongside community coaches in their space.
- » Continue to assess and develop.

### OPPORTUNITIES

#### New Coach development

- » Support for school leavers starting coaching.
- » Novice coach progression.
- » Coxswain development education.

#### Workshop development

- » Development for aspiring head coaches/lead a program.
- » Practical workshops – e.g., rigging/ technique.

#### Resource development

- » Provide programs with current research on pedagogy + coach philosophies.
- » How to build effective coaching teams.
- » Upskill coach / athlete relationship – how to communicate with athletes and stakeholders.

#### Pathways

- » Clearer pathway for aspiring coaches.
- » Clearer understanding for aspiring age group + elite coaches – Daily training environment (DTE).
- » Coach accreditation program – “coach standards”.

#### Connection

- » Foster more cohesion between coaches / share + connect.
- » Mentoring opportunities.
- » Tailored communication through new CRM.
- » Enable bespoke + remote learning opportunities.

#### Wider regional support to prevent cluster in large regions.

- » Connect with our smaller regions.
- » Ensure they can continue to grow and evolve in ways that fit with their own regional contexts and needs.

# OUR OUTCOME STATEMENTS

## STRATEGIC OUTCOME 1

### FRAMEWORK AND PATHWAYS

To support coaches on their coaching journey, no matter the level, Rowing NZ coach development frameworks and pathways can provide a variety of learning opportunities and guidance to support the coach professionally, personally and performance.

## STRATEGIC OUTCOME 2

### CONNECTION

For people to feel motivated and enjoy what they are doing they need to feel connected. Increasing opportunities for coaches to connect within, above and below their coaching context can enhance our overall coaching community and delivery.

## STRATEGIC OUTCOME 3

### DELIVERY

For all coaches to feel there is something for them to connect to and learn, Rowing NZ needs to offer different ways to deliver the content and information.

## STRATEGIC OUTCOME 1 – FRAMEWORK AND PATHWAYS

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| FOCUS AREA   | GOALS                                | HOW   |
|--|--------------------------------------|---|
| <b>COACH DEVELOPMENT FRAMEWORK</b>                                   | Update current framework             | Expand the framework to provide development opportunities for more coaches. Currently the best delivery is in the coach entry point and the development pathway stage.  |
| <b>PATHWAY CLARITY</b>   | Knowledge of opportunities available | Develop a resource or resources that show coaches potential pathways in coaching and support the professional coach.  |
|  | Communication                        | Coaches showing interest in progressing through the pathway will be identified and communicated with potential opportunities suitable to them.                          |
| <b>ID, DEVELOP, RETAIN DEVELOPMENT AND PERFORMANCE LEVEL COACHES</b> | Coach competencies                   | Clarity around coach competencies required to work with performance level rowers. Alignment of coach competencies with athlete needs and team purpose                   |
|  | Scaled opportunities                 | Establish understanding and opportunities for different levels of involvement, development, and exposure to teams   |
|  | Women in coaching                    | Continue to engage with Te Hapaitanga and our own Career Coach programme to provide pathways for female coaches   |
|  | Value of the coach                   | Establish induction, development, and wellbeing support for RNZ coaches. Ensure we can supply necessary equipment and environment for coaches to deliver in their role. |

## STRATEGIC OUTCOME 2 – CONNECTION

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| FOCUS AREA                       | GOALS  | HOW   |
|----------------------------------|--|---|
| <b>COACH COLLABORATION</b>       | Mentors  | Create opportunities for connection to help mentorship start and evolve. Create a register of kaumatua coaches in the regions who are available to mentor.  |
|                                  | Peer Learnings   | Provide connection opportunities for coaches to share experiences and learn from each other, whether through workshops or observations  |
|                                  | Observations   | Provide opportunities for observations between community, development, and performance coaches  |
| <b>CONNECTION TO RNZ</b>         | Age group coach visits                                     | Age group coaches to visit a region to offer informal conversations and connections with rowers and coaches   |
|                                  | Establish coach registration                               | As part of the RNZ digital transformation process, ensure there is capability and ease for coaches to register themselves and manage their own profile  |
|                                  | Communication  | Improved communication from Rowing NZ to our coaching community with an updated database system and access to website and social media channels   |
| <b>CROSS SPORT OPPORTUNITIES</b> | Broaden the coaches experience, knowledge, and connections | Continue involvement in programs offered by SNZ and HPSNZ as well as look to create our own opportunities through: <ul style="list-style-type: none"> <li>• Online connections</li> <li>• Combining workshops</li> <li>• Promoting other sport workshops</li> </ul> |

## STRATEGIC OUTCOME 3 – DELIVERY

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| FOCUS AREA                               | GOALS   | HOW  |
|--|---|--|
| <b>COACH DEVELOPERS</b>                  | Invest in extra coach developers                    | Additional coach developer in the North Island and another in the South Island   |
|  | Play to their strengths                             | Coach developers' input can be delivery, observational, facilitation, connections with new coaches to experienced coaches based on where they feel they are best suited  |
|  | Develop CDs with the same intent we develop coaches | Create a development framework for our coach developers so they can continue to improve in confidence and competence   |
| <b>WORKSHOP DEVELOPMENT AND DELIVERY</b> | Modules   | Update level 2, water safety, ID content needs   |
|  | Scholarships and conference                         | Continue to deliver the RNZ scholarship. Consider what specific areas need targeting. Start to reintroduce regular coaches conferences   |
|  | Blended – learning approach                         | Create opportunities within the framework to develop coaches in the following ways: <ul style="list-style-type: none"> <li>• Online</li> <li>• Self-lead</li> <li>• Formal</li> <li>• Face to face</li> <li>• Informal</li> <li>• In situ</li> </ul> |
| <b>REGIONAL SUPPORT</b>                  | Speaker series                                      | Support regions to have a guest speaker or field expert to deliver in their region in a format best suited to context  |
|  | Resource development                                | Develop a resource pool for regions, clubs, and coaches to access through various platforms – videos, templates, documents, links  |
|  | Bespoke development opportunities                   | Connect with regions for them to identify their needs and work with RNZ around what they would like offered in their region for each year  |

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## STRATEGIC PRIORITIES 2024 – 2028

### COMMUNITY:

- » Update coach development framework
- » Develop new level 2 and 3
- » Deliver RNZ conference and scholarship course
- » Age group coach regional visits
- » Update boat safety
- » Coach registrations via new CRM
- » Coach developer training
- » Coxswain development opportunities

### DEVELOPMENT:

- » Career Coach cohort 3
- » Core Knowledge connection and ongoing development
- » Early ID of coaches and campaign planning
- » Coach ID and support within the Long-Term Athlete Development Pathway
- » Support Hub coaching roles
- » Review and enhance coach selection policies and agreements

### PERFORMANCE (AS OUTLINED IN RNZ HIGH PERFORMANCE STRATEGIC PLAN):

- » Identify, attract, recruit, and retain our own world leading career coaches to evolve and sustain our programme.
- » Develop our coaches' knowledge, skills, and technical expertise.
- » Foster coaches' mastery of coaching and leading athletes as individual and in crews.
- » Ensure collaboration and consultation between coaches is innate in the daily performance environment (DPE).
- » Encourage and support our coaches to develop as professionals and as individuals.
- » Target female coaches to ensure diversity within the coaching team.



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