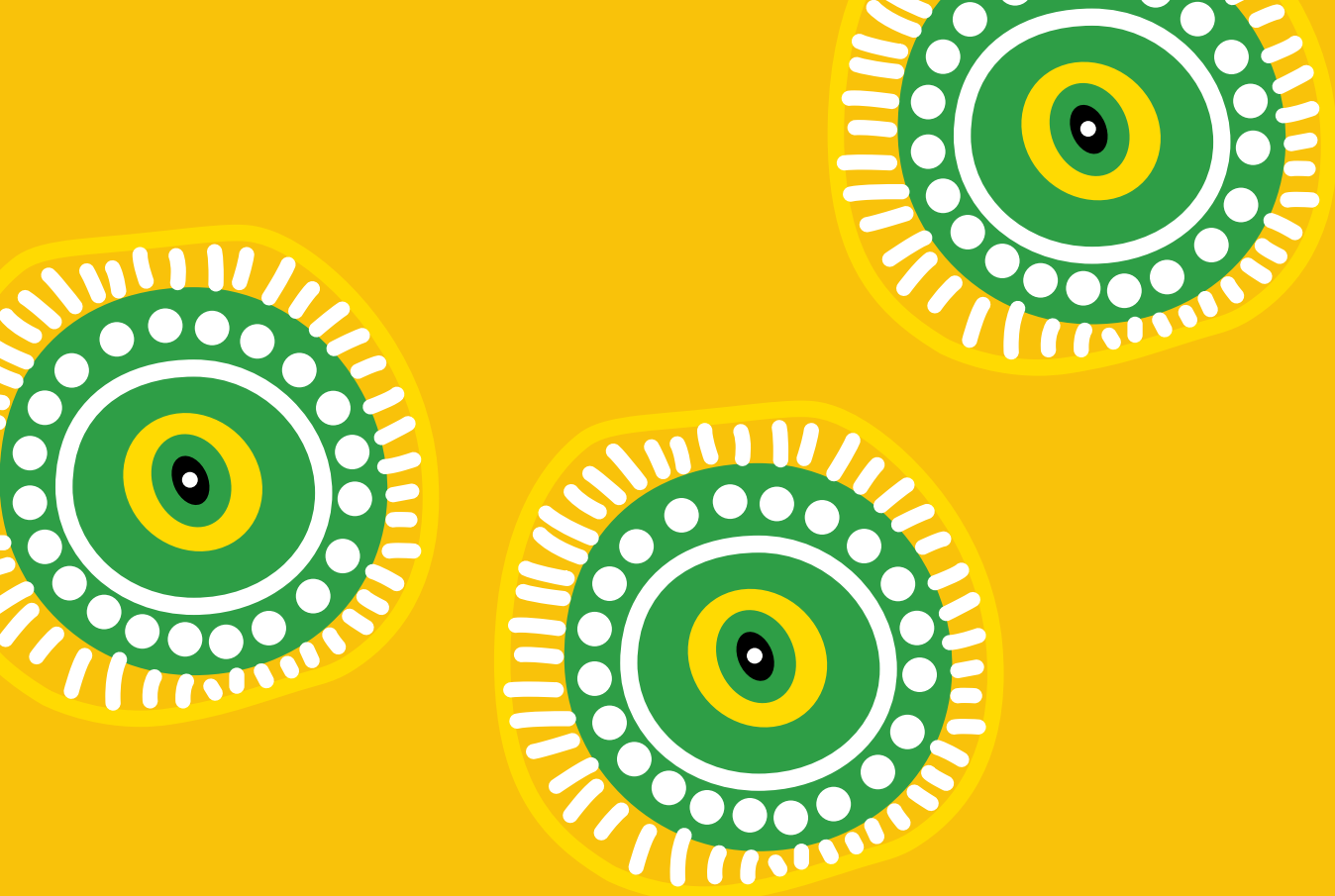




**AUSTRALIA'S HIGH
PERFORMANCE COACH
DEVELOPMENT STRATEGY
ENHANCING TO LOS ANGELES 2028**



Acknowledgement of Country

The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of the lands where its offices are located: the Ngunnawal people, the Wurundjeri Woi-wurrung people of the Kulin Nation, the people of the Yugambeh Nation and the Gadigal people of the Eora Nation.

The ASC extends this acknowledgment to all the Traditional Custodians of the lands and First Nations Peoples throughout Australia and would like to pay its respects to all Elders past, present and emerging.

The ASC recognises the outstanding contribution that Aboriginal and Torres Strait Islander people make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.

The Australian Institute of Sport Coach Development Team acknowledges all Aboriginal and Torres Strait Islander Peoples from the various nations that make up this amazing continent we now call Australia and pay our respects to the past, present and emerging Elders of those lands. Throughout this Strategy, we are committed to honouring First Nations culture and spiritual relationships and recognise the outstanding contribution Aboriginal and Torres Strait Islander People make to the Australian sporting system.

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“The coaches that I have been privileged to work with have instilled in me all the elements required to consistently perform at the highest level.

The impact of high-quality coaching on my performance, ongoing wholistic growth and improvement, and the length of my journey cannot be overstated.”

Eddie Ockendon

*Australian Kookaburras Captain
Olympian*

Foreword



Matti Clements

*Executive General Manager, AIS
Performance*

In 2021, the Australian Institute of Sport embarked on a transformative journey with the delivery of the National High Performance [HP] Coach Development Strategy.

This strategy was developed after extensive feedback and consultation from the Australian sports system, aiming to provide clear leadership and direction for the design and implementation of a comprehensive, cohesive, and collaborative HP Coach Development program.

Since its inception, significant progress has been made, with tangible contributions in our pursuit of excellence in HP sport.

In addition to a number of initiatives identified in the HP Coach Development Strategy, notably, this period also resulted in the introduction of Australia's High Performance 2032+ Sport Strategy (HP 2032+ Strategy), the nation's first national high performance sport strategy.

As a foundational enabler of athlete, team and program performance, the integration of world-class coaching across all four Priority Areas is critical to achieve the goals of the HP 2032+ Strategy, and its vision, 'we win well to inspire Australians'.

Exceptional coaches sit at the heart of any successful HP Sport System. Valuing and supporting our coaches and continuing to develop their trade into a highly matured and inspiring profession underpins our future success.

As we look ahead to future challenges and demands, it is evident that Australian HP coaches must embody more than technical and tactical expertise. They must excel as leaders of performance programs, environments, and interdisciplinary teams, driving innovation and excellence at every level.

In alignment with the principles outlined in HP 2032+ Strategy, the AIS Coach Development team have reviewed and updated their governing strategy document following three years of significant detailed work.

As we embark on our next phase, it is imperative that we remain steadfast in our commitment to excellence, collaboration, and continuous improvement.

By embracing change and leveraging the collective expertise of our coaching community, we will realise our vision of being world leaders in HP coaching practices and experiences.



“In high performance sport the coach is a mission critical appointment. A brilliant coach is the mind, heart and soul of the successful athlete performance and experience.”

Kim Crane
Performance Director
Paddle Australia

What is Great Coaching?

Great coaches are not born – they are the product of a long and demanding journey.

This journey is not a simple one and the challenges they face are increasing in complexity.

This journey to great coaching does not happen by chance.

It is the product of extensive hours honing their craft, being exposed to wide ranging training and competition environments and subsequently reflecting deeply on their coaching practice and pursuing new ways to improve.

We know that great coaches are defined by their comprehensive knowledge, their intuitive decision-making, their planning, meticulous attention to detail, and exceptional communication skills.

We know they pursue continuous learning, demonstrate exceptional problem-solving skills, and the ability to meet complexity with composure and resilience.

They refine and adapt their approaches to meet individual athlete needs, creating flexible strategies that ensure optimal performance and continuous improvement.

They operate with the highest standards of ethical integrity while caring deeply and compassionately for the people they coach and possess a commitment to excellence through holistic development.

They underpin all this with incredible passion for their role.

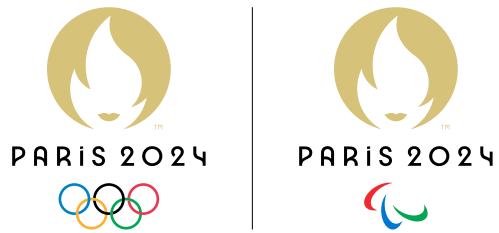
Ultimately, they are impactful leaders of athletes, sports and the system.



The AIS HP Coach Development program is committed to supporting our Australian Coaches on their journey to greatness.



Our Journey



Explore

Guided by the HP Coach Development Strategy, the journey to Paris has been governed by an **exploratory mindset** to understand the coaching landscape and introduce a range of development programs, initiatives, and opportunities.



Enhance

Towards Los Angeles 2028, and in alignment with Horizon 2 of the HP 2032+ Strategy's commitment to Win Well, our focus will be one of **enhancement**. With an innovative mindset we will seek iterate the programs and initiatives that have been identified as having meaningful impact across the Paris cycle. We will compliment these with identified new opportunities to meet the needs of our HP coaches and sports.



Optimise

We believe that the lead up to the 2032 Brisbane Olympic and Paralympic Games will be one of **optimisation**. With the learnings across two cycles of programs, initiatives, and opportunities, our focus will be on maximising these to support our coaches and sports to thrive in the preparation for Brisbane 2032.



“I am so lucky to have found a coach like Bohly [Michael Bohl]. He is able to work with so many different kinds of people, find what works for them as an individual and then find ways to help them reach their potential.

I’ve worked with Bohly for nine years now and even with the results we have already achieved, he is still trying to find new ways to help me improve.”

Emma McKeon
Swimming Australia
Olympian

Current State of Play

Since the inception of the HP Coach Development Strategy in 2021, much has been achieved.



52

COACHES

have completed a nationally partnered Gen32 Coach Program



330+

PEOPLE

involved in the Women in HP Coaching Project



80+

COACHES

involved in a national HP mentoring Program



25

of Australia's most effective and successful HP coaches in the **AIS SUMMIT PROGRAM**



5

COACH DEVELOPMENT LEADS

inside the National Institute Network (NIN)



16

SPORTS

driving specific coaching development opportunities for 200+ Coaches via NSO initiatives program

- National Sporting Organisations (NSOs) supported in the development and implementation of strategies
- Introduction of Individual Coach Development Plans
- Implementation of a National Coach Network to facilitate knowledge sharing and connection
- Implemented wellbeing support as a core component of Gen32, Summit, and Mentoring programs
- Launched Coach Wellbeing Program pilot to an additional 24 coaches
- Establishment of a database to track coach workforce and identify areas for greater impact and opportunity
- Introduction of a uniquely Australian way, utilising traditional First Nations approaches and methods into the learning environment
- Generation of significant international interest in our initiatives



“To me the support from a coach is integral to developing and encouraging an athlete to flourish not only as an athlete and within their results and athletic endeavours but also as a person.”

Eleanor Patterson
2022 High Jump World Champion
Olympian

Opportunities Towards Los Angeles 2028



This updated strategy identifies key opportunities to embrace emerging trends, foster collaboration, and continue to prioritise coach development on the road to Los Angeles 2028.

- > Increase the number of para-coaches within the HP environment to support the success of paralympic athletes
- > Deepen coaches' understanding of the HP sport system and their role within it
- > Drive uncompromising ethics and integrity standards within the HP coaching community
- > Prioritise coach wellbeing and long-term sustainability in HP careers
- > Opportunity to establish a centralised platform or hub for communication, connection, and knowledge sharing among HP coaches
- > Enhance coaching capabilities beyond technical and tactical expertise to encompass leadership of performance teams
- > Ensure coaches are equipped to perform under pressure and deliver results when it matters
- > Continue to address the underrepresentation of women and diverse groups in HP coaching positions
- > Enhance NSO workforce capability to drive coach development
- > Enhance understanding of the HP 2032+ Strategy and its vision, "we win well to inspire Australians"



“My coaches have been my teacher, motivator and strategist helping me challenge the way I think and understand the power of focussed, deliberate actions.

What has been equally important is their ability to extend beyond the field of play and mould me into a well-rounded individual to achieve success.”

Milly Tapper

Table Tennis Australia
Olympian and Paralympian

VISION

World leading in supporting and developing Australia's HP Coaches as people, leaders, and enablers of performance.

MISSION

To enhance the capabilities of Australia's HP coaches, sports and the system in a way that is uniquely Australian for the purpose of enhanced athlete experience and performance.





Defining Coach Development

Our journey to date has revealed that coach development means different things to different people.

The AIS defines coach development as a comprehensive process of continuous learning aimed at fostering the growth and evolution of coaches.

It encompasses the acquisition of knowledge, skills, and expertise through various experiences, both structured and opportunistic.

With this in mind, we adopt a broad and holistic approach to delivering coach development, that goes beyond any one individual, one method, one program, or one experience.

This process requires a long-term vision, incorporating different learning methods to influence and effect coaching behaviours, beliefs, and practices.

We believe effective coach development extends beyond the individual coach to include the enhancement of the entire high performance eco-system, ensuring lasting success for Australia.





How will we do this?

We aim to:

- Underpin our work with HP 2032+ Strategy values – Excellence, Belonging, Courage, and Connection – with a commitment to operating with integrity and driving ethical leadership and behaviour
- Create bespoke and world leading coach learning and development initiatives and opportunities
- Facilitate the connection and collaboration of people and system partners to share knowledge and build collective insights
- Lead efforts that support sustainable HP environments that attract and retain a diverse range of coaching talent to maximise performance potential
- Anchor our work to the Australian HP Coach Development Framework (HPCDF) to inform and guide strategic design and delivery of programs and initiatives

Our Underlying Beliefs, Premises, and Assumptions

Learning is Social and Collaborative

- > Learning happens best in context, highlighting the need for collaboration and shared experiences.

Interdisciplinary Thinking and Solutions

- > Success in HP sports requires integrating different perspectives and expertise.

Innovation and Continuous Improvement

- > Effective coach development demands exploring new approaches beyond existing knowledge and behaviors.

Diversity Enhances Performance

- > Greater diversity in HP coaching fosters innovation and improves system performance.

Collaboration Across System Partners

- > Long-term success depends on the collective efforts of NSOs and NIN partners working towards shared goals.

Coach Wellbeing is Fundamental

- > Coach wellbeing is crucial for performance and retention, requiring holistic support for physical, mental, and emotional health.

Our Australian Way

We recognise there is an opportunity to enhance the capabilities of our coaching community by drawing on the knowledge, insight and wisdom of our Australian HP coaches using the methods drawn from the traditions of our First Nations People.

Our approach emphasises collaboration and sharing to generate new practical wisdom and know-how by integrating traditional knowledge building processes into routine practice.

At its core Our Australian Way will embrace traditions of kinship, care, and connection, with the ultimate aim to promote a more holistic approach to coach development.

Our approach underscores our commitment to Connection to Country, and to deepening meaningful connection with Aboriginal and Torres Strait Islander Peoples, histories, communities, and cultures.



Our Strategic Focus

To achieve our stated aims, we have identified three strategic focus areas.

Our focus areas aim to position the AIS Coach Development program as a hub of excellence, connection, knowledge and insight.



HP Coach Learning and Development

Through the creation, design and delivery of bespoke, impactful coach learning and development initiatives Australia's HP Coaches are equipped to meet the challenges and thrive into a complex future.



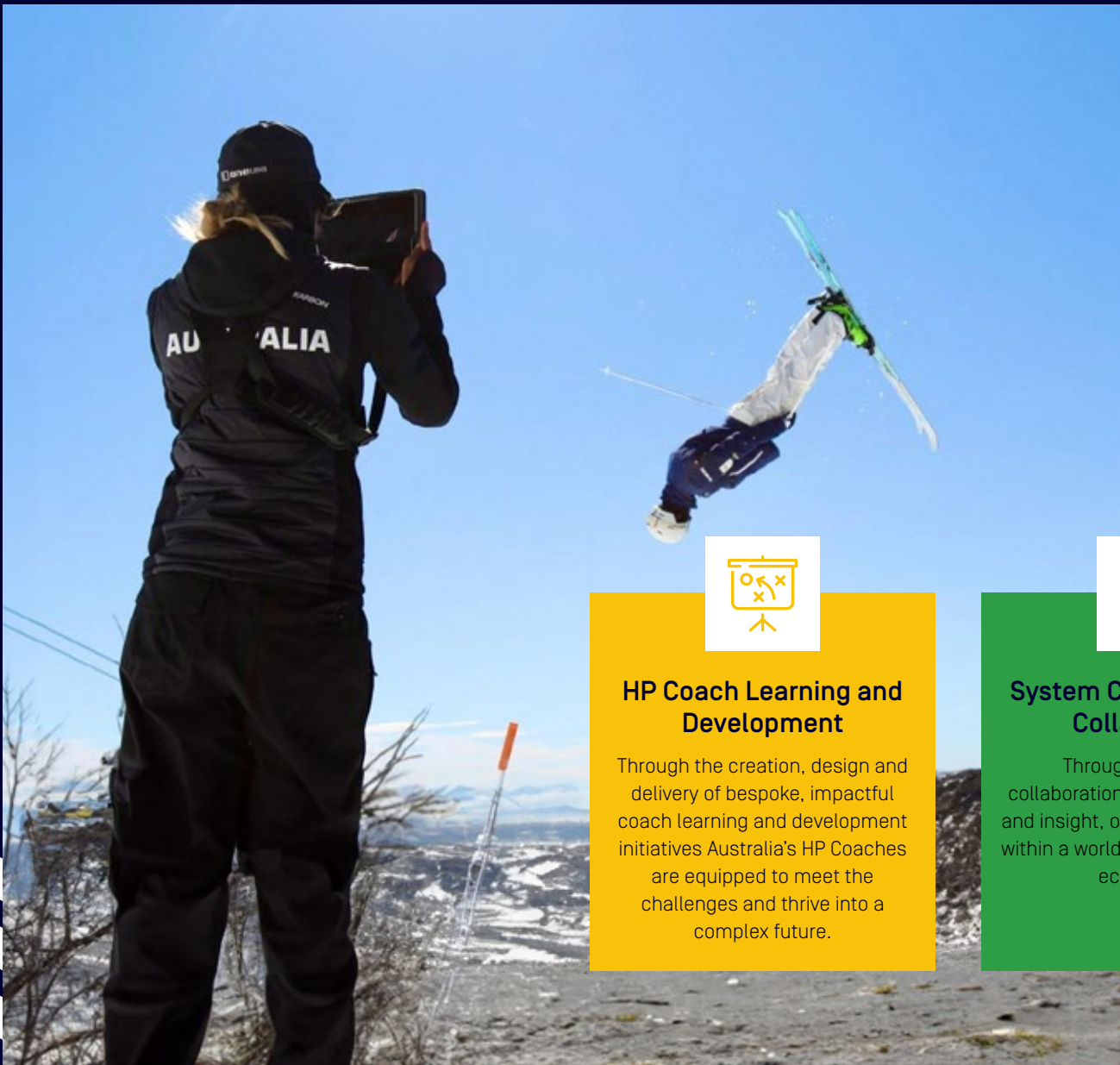
System Connection and Collaboration

Through connection, collaboration, knowledge sharing and insight, our HP coaches coach within a world leading HP coaching eco-system.



Sustainable Coaching Environments

We lead efforts that support sustainable high performance environments that attract and retain diverse coaching talent and maximise performance potential of our coaches and athletes.





Coach Learning and Development

Through the creation, design and delivery of bespoke, impactful coach learning and development initiatives Australia's HP Coaches are equipped to meet the challenges and thrive into a complex future.



FOCUS	ACTIONS
<p>Learning and Development Programs</p> <p>Deliver bespoke, impactful HP coach learning and development programs</p>	<ul style="list-style-type: none"> - Design and implement a comprehensive learning program for HP coaches focusing on the skills, knowledge and attributes required to enhance coaching capability - Deliver an iterated National Generation 2032 Coach Program
<p>Coach Leadership Capability</p> <p>Target the enhancement of leadership capabilities of Australia's HP Coach workforce.</p>	<ul style="list-style-type: none"> - Design and deliver the Enhance Coach Program for experienced (5+Years) coaches of HP athletes - Deliver an iterated Summit Program for Head & Senior level coaches
<p>Individual Development Opportunities</p> <p>Facilitate specific individual development opportunities for HP Coaches</p>	<ul style="list-style-type: none"> - Expand and deliver the National HP Mentorship Program - Expand and deliver the Experiential Learning Programs - Implement the Individual Coach Development Plan (ICDP) Program - Increase access to a "Critical Friend" initiative for both HP coaches and programs
<p>Performance Teams</p> <p>Cultivate leaders within the HP coaching community who possess the capabilities to influence and drive high-functioning performance teams</p>	<ul style="list-style-type: none"> - HP Coaches with increased understanding & knowledge of the What It Take To Win (WIT2W) methodology - NSO WIT2W plans linked to a "Ways of Working" Framework to provide a platform and direction for meaningful Performance Team engagement - Enhance HP Coaches clarity around roles and responsibilities within a high functioning performance team - Specific Coach capability opportunities specific to leading Performance Teams identified via the ICDP process and addressed
<p>Project Para</p> <p>In partnership with Paralympics Australia, increase the number of Paralympic coaches in the system</p>	<ul style="list-style-type: none"> - Identify and appoint a dedicated Paralympics CD Lead to liaise and collaborate with Paralympics Australia for a specialised approach to coaching - Design & deliver "Project Para" for the purpose of increasing the numbers of Paralympic coaches - Within "Project Para" identify specific design and content requirements to assist in the development of Paralympic Coaches

FOCUS	ACTIONS
<p>High Performance Coach Development (HPCD) Framework Embed the HPCD Framework across the coaching and sport landscape as the basis of Coach learning & development</p>	<ul style="list-style-type: none"> - Launch the High Performance Coach Development (HPCD) Framework - Integrate and align the HPCD Framework with the ICDP Program - Embed the HPCD framework into all AIS coach development program design and delivery for a consistent approach to development and evaluation - Develop a comprehensive communication strategy to promote the HPCD and benefits - Work with NSOs, NIN, and other partners to embed the HPCD Framework into existing and future programs and methodologies, ensuring it forms a consistent foundation of coach learning and development
<p>Coach in Performance Identify opportunities for HP coaches to develop capability to navigate complexities and perform when it matters</p>	<ul style="list-style-type: none"> - Review and iterate Mental Performance for Coaches (MPC) Program. - Link MPC content and tools to other AIS Coach Development Programs (Gen 32, Enhance, Mentorship and ICDP) - Identify and access relevant personnel, initiatives and experiences that enhance coaches capabilities in operating within pressure environments.
<p>Athlete to Coach Assist NSOs in the identification and development of new HP coaching talent, with particular emphasis on Athlete-to-Coach.</p>	<ul style="list-style-type: none"> - In partnership with NSOs and NIN, identify future coaching talent from current athlete pools - Investigate a method of a dedicated approach to the early development of identified Athlete-to-Coach talent - Design and deliver a “pilot” Athlete-to-Coach Development Program to introduce future coaches to fundamental coaching principles





System Connection and Collaboration

Through connection, collaboration, knowledge sharing and insight, our HP coaches coach within a world leading coaching eco-system.



FOCUS	ACTIONS
<p>System CD Leadership</p> <p>Continue to lead a unified approach to HP coach development across Australia</p>	<ul style="list-style-type: none"> - Proactively support our NSO and NIN partners in the identification and recruitment of quality coaching talent - Continue to resource and support the Coach Development Leads in the National Institute Network - Proactively engage system partners in inclusive design and collaborative delivery of initiatives and opportunities fostering a unified approach to coach development - Further develop the national coach database to increase of Australia HP Coach workforce and to ensure targeted learning opportunities
<p>NSO/NIN Leader Engagement</p> <p>Strengthen relationships with both NSO (Performance Directors) and NIN (High Performance Managers) leadership to support them in leading and driving coach development</p>	<ul style="list-style-type: none"> - Support our NSO/NIN leadership in their engagement, management and development of their coaching workforce - In partnership with NSO/NIN leadership, produce coach depth charts to map HP coach workforce - Proactively communicate and articulate CD opportunities to assist NSO/NIN leadership - Establish mentorship programs pairing coaches with senior leaders within NSOs and NIN to foster leadership skills and networks
<p>NSO/NIN CD Capability Identification & Development</p> <p>Support of NSO and NIN partners in identification and development of future talent to impact CD within Australia</p>	<ul style="list-style-type: none"> - Design and deliver specific training for coaches and others with potential to impact Coach Development within Australia - Position the AIS as a hub of excellence and insight in supporting and developing NSO & NIN CD personnel
<p>Knowledge Sharing & Relationships</p> <p>Build partnerships for knowledge and expertise</p>	<ul style="list-style-type: none"> - Continue to grow and facilitate genuine coach-specific communities of practice to share their experiences, insights, and best practices, fostering a sense of belonging and community within the coaching profession - Leverage connections to foster relationships and knowledge sharing amongst the business community, education institutions, professional and Olympic and Paralympic sports - Deliver the National Coach Network newsletter and associated activities - Deliver podcasts, webinars, seminars, or showcases for knowledge sharing and connection

FOCUS	ACTIONS
<p>Centralised Communication Hub Identify and deliver a centralised hub for support connection, knowledge sharing and relationships</p>	<ul style="list-style-type: none"> - Development of an online hub for coaches to connect, learn and share knowledge, resources and insights
<p>Research & Evaluation Identify aligned opportunities with Universities and other organisations to enhance impact on Coach Development within Australia</p>	<ul style="list-style-type: none"> - In partnership with AIS Research & Innovation identify specific HP coaching research initiatives that generate impactful insights and outcomes - Partner with Universities to answer research questions that will enhance HP coach development within Australia - Establish a PhD position in partnership with a university, dedicated to strengthening the rigour around the evaluation and monitoring of the effectiveness of AIS coach development initiatives
<p>Technology & Innovation Identify emerging technologies and thinking that have the potential to assist and scale HP Coach Development</p>	<ul style="list-style-type: none"> - Identify potential new technologies, inclusive of AI, with the intention of improving delivery of HP Coach Development programs & initiatives - Embed inclusive design thinking in the investigation of new ideas, programs and technologies
<p>ASC Community Coaching Leverage strong connection between HP & Community to ensure alignment and consistency</p>	<ul style="list-style-type: none"> - Identify and create system and financial efficiencies to drive aligned development opportunities for NSOs where possible - Specific to the Centralised Communication Hub, identify opportunities for AIS HP Coach Development and ASC Community Coaching to share resources and communication to address whole of coaching pathway - Align and connect AIS HP Coach Development and ASC Community Coaching engagement with system partners to ensure consistency in support and design





Sustainable Coaching Environments

We lead efforts that support sustainable HP environments that attract and retain diverse coaching talent and maximise performance potential of both our coaches and athletes.



FOCUS	ACTIONS
<p>'Win Well'</p> <p>Establish mechanisms that embed integrity, safeguarding and athlete-coach relationship priorities in HP coaching to support ethical coaching practices</p>	<ul style="list-style-type: none"> - Within established learning and development programs provide significant emphasis on ethical coaching practices, with a clear focus on support to navigate athlete-coach relationships - Ensure ongoing access to learning and development specific to integrity and safeguarding challenges within HP coaching - Deliver the SIA/AIS/ASC partnered "Coaching Children Within HP Environments" Learning program
<p>Coach Performance Wellbeing</p> <p>Implement a national approach to coach and performance wellbeing to ensure sustainability and success</p>	<ul style="list-style-type: none"> - Develop and integrate performance wellbeing interventions into the Australian HP sporting system - Establish personal and professional guidelines and support HP coaches and their work environments - Engage and enable system partners to recognise the value of, and provide performance and wellbeing support - Conduct applied research to inform performance and wellbeing strategies
<p>Women in HP Coaching</p> <p>Lead initiatives that enhance the representation and experience of Women in HP coaching</p>	<ul style="list-style-type: none"> - Lead the implementation of the 10 recommendations within the Leaky Pipeline Action Plan through the four strategic focus areas - Engage and collaborate with system partners to support efforts in enhancing respectful cultures, embed wellbeing and foster behaviours that support women in HP coaching - Review and develop a framework that supports the learning pathway for women HP coaches and subsequent professional development - Deliver coach development facilitation training to optimise and enhance women coaches
<p>First Nations representation</p> <p>Lead initiatives that enhance representation and experience of First Nations People in HP coaching</p>	<ul style="list-style-type: none"> - Implement targeted recruitment and retention initiatives for First Nations People to access HP Coach Development programs and initiatives - Embed practices that ensure programs are welcoming and culturally inclusive - Utilise the Athlete-to-Coach Development Program for targeted recruitment



Addressing integrity and safeguarding challenges in HP sport will be a key focus of our coach development initiatives.

Our Future State

**We believe we have some of the best coaches in the world.
We believe there are more on the verge of becoming
the best.**

Our coaching workforce leads the way in performance, driving success in their teams and influencing the entire HP System. These coaches are exceptional leaders of performance programs and interdisciplinary teams, adept at navigating the complexities of the high-performance sport environment.

Our uniquely Australian approach, which integrates traditional First Nations methods and emphasises a strong sense of community, sets us apart on the global stage.

We have normalised and embraced diversity within our coaching ranks, with a significant increase in women coaches who are recognised simply as exceptional coaches.

Our coaches prioritise their own health and wellbeing, optimising their output and ability to in turn support athletes to 'win well' and achieve success on the global stage. Knowledge is shared openly, innovation is encouraged, and a culture of continuous growth permeates the coaching community.

High performance coaching has become a highly desired, valued and respected profession.

Coaches in our system are seen as role models and leaders, embodying integrity, resilience, and a relentless pursuit of excellence.

Through our collective efforts, we have created an environment where both coaches and athletes can thrive, setting new standards in the world of HP sport.

LOS ANGELES
MEMORIAL
COLISEUM



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Australian Government
Australian Sports Commission



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