

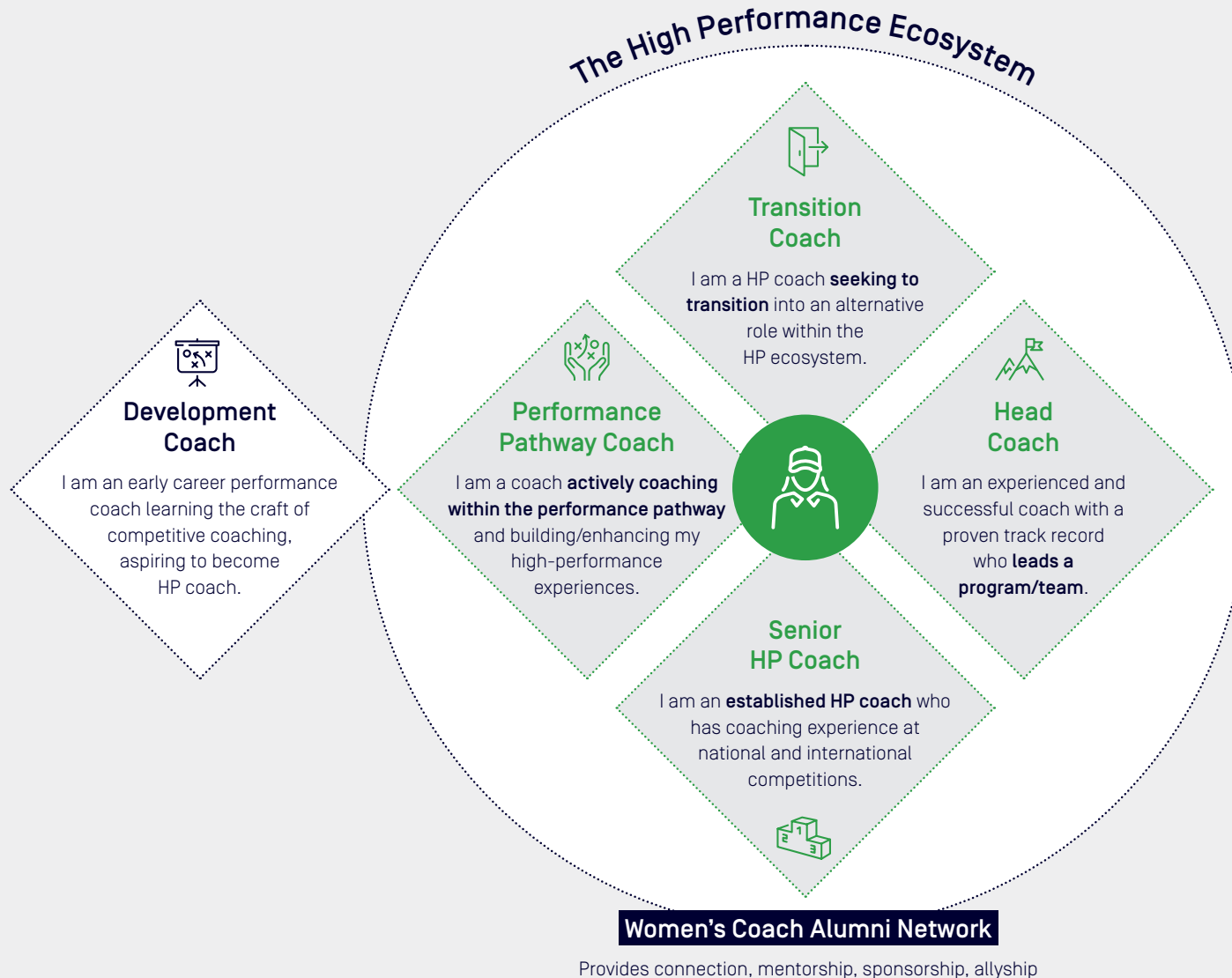


WOMEN IN HIGH
PERFORMANCE COACHING

TALENT DEVELOPMENT FRAMEWORK

Women's Coach Talent Development Framework

A framework to enhance the learning and development of women high performance coaches



What is the WiHPC Talent Development Framework?

The WiHPC Talent Development Framework provides a clear, progressive structure that enables women coaches, organisations and high performance system leaders to position learning and development programs, courses and activities within a broader context. This alignment within the learning and development landscape empowers women coaches to make autonomous decisions about their personal learning needs and identify appropriate opportunities.

This development framework sits within a broader strategic approach to attract, retain, develop and enhance the experiences of women coaches in High Performance sport.

Additionally, the WiHPC Talent Development Framework aligns with the Australian HP Coach development framework which defines the key capabilities demonstrated by successful HP coaches as leaders, people and enablers of performance.

What is the purpose of the framework?

Women's coaching programs often operate within fragmented structures, are sporadic, and rely on inconsistent funding. There is a need for a cohesive, long-term learning framework based on evidence and sustained funding. This structured approach ensures clear pathways and support for women at all stages of their coaching careers.

The framework also supports the alignment and delivery of learning and development programs within Australia's HP system for women coaches.

The Talent Coach Framework will provide the following:



A visible learning pathway will highlight development opportunities and help create a discernible sustainable plan that outlines a potential learning journey for women coaches.



Connected community building can be achieved through an alumni network enhancing connections, mentorship, allyship, and sponsorship opportunities among women coaches.



Targeted learning opportunities will provide specialised learning at crucial stages in the coaching pathway, bridging gaps between existing programs and highlighting priorities to enhance key capabilities.



Workforce capability building will be supported by a foundational capability framework which will strengthen the coach development workforce's ability to effectively support women coaches.



A broadening talent pool will enhance skills and identify hidden talent within the women's coaching community.

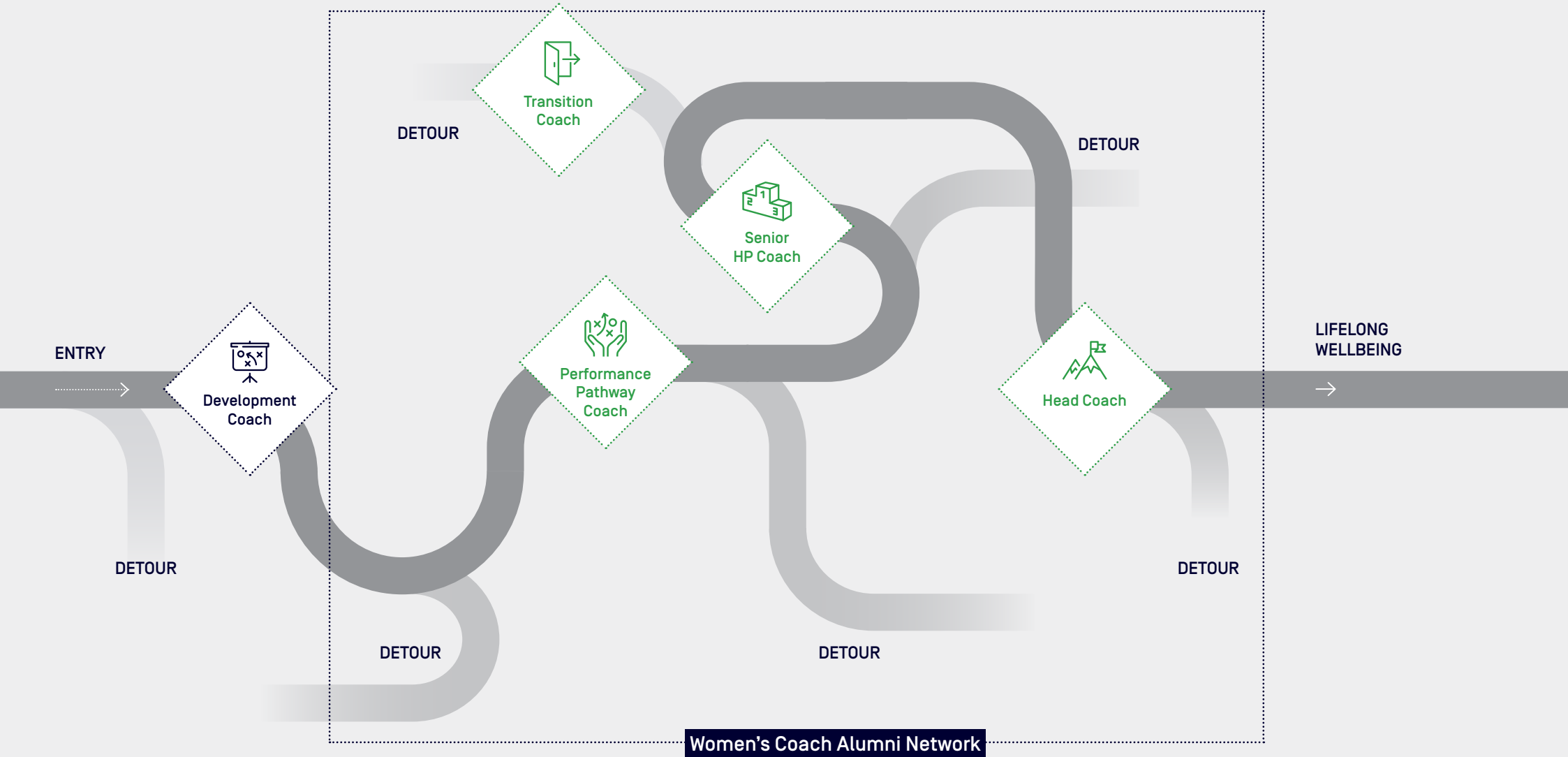
How has the framework been developed?

Extensive consultation has occurred throughout the last 2 years through workshops, forums and survey analysis with coaches, coach development leaders and high performance managers. The framework reflects the complexities of coaching in the Australian sporting system and considers the challenging transitions involved.

There has been deliberate intent to understand the factors driving and hindering progress upon the leaky pipeline, by identifying the critical inflexion points in a high performance coach's career. We have endeavoured to integrate the Talent Development Framework with the Australian HP Coach development framework and the current learning and development landscape. Key principles in this development include:

- **Evidence-based design:** Ground the framework in key insights and evidence to ensure effectiveness and relevance.
- **Integration:** Integrate the framework with targeted offerings for women coaches, align it with the Australian HP Coach development framework and the leaky pipeline.
- **Inflexion points:** Deepening our understanding of key inflexion points enables us to strategically pinpointing resources and initiatives at appropriate stages in a coaches' career.
- **Career lifespan:** Evidence suggests that the needs for entry, development and retention throughout a career requires different strategies at different career points (LaVoi and Boucher, 2021).¹
- **Gap filling:** Identify and fill gaps in existing opportunities, ensuring comprehensive support for women coaches at all stages of their careers.

The Coaching Pipeline



How will the WiHPC Talent Development framework be used?

The framework underpins the AIS's focused approach to bespoke coach development, seeking autonomy led learning and fundamental principles to enhance program design and delivery for women coaches.

For HP coaches

- Allows learners to identify where they may be positioned within the pipeline and seek opportunities to match their personal learning needs.
- Enables a bespoke approach to autonomy-led coach development and links capabilities to coach performance.
- Supports more effective and targeted coach-driven, needs-based program design at key inflexion points in a career lifespan.

For NSO/NINs and system partners

- Enables organisations to map talent development programs and match these to both group and individual needs to perform now and into the future.
- Supports organisations and their leaders with implementing best practice learning and development programs, that link key capabilities to coach performance, motivation and wellbeing.
- Provides a consistent and purposeful approach for coach development facilitators to better link coach requirements and organisational needs.
- Supports effective talent identification, recruitment, and succession planning for sustainable high performance programs.
- Enables targeted and effective resource allocation.

Positioning the WiHPC Talent Development Framework in the Strategy for Women Coaches' Career Support

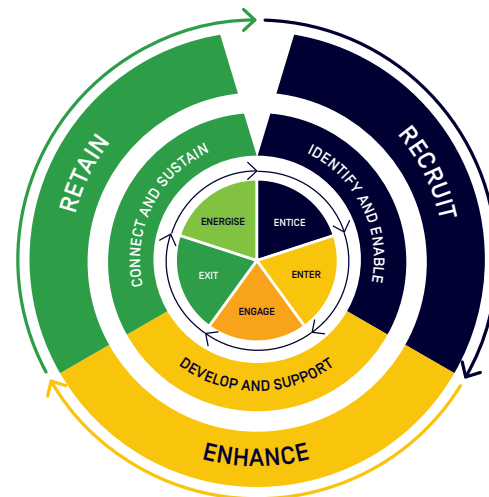
Coaches are shaped by previous experiences and the career progression of women in coaching differs to that of men, therefore strategies applied at each career stage need to be distinct (LaVoi and Boucher, 2021).

Utilising the comprehensive lifespan career model for women coaches (LaVoi and Boucher, 2021) enables us to provide appropriate strategies at each career stage.

Further, this model helps stakeholders identify and understand why and when women leave coaching, create paths for re-entry and ensure progressive learning opportunities throughout the career journey to broaden the hidden talent pool.

The model has been adapted for practical use, enabling us to identify and prioritise strategies to **recruit, enhance and retain** women coaches to address the leaky pipeline.

Adaptation of the Lifespan Career Model (LaVoi and Boucher, 2021)



Action/Focus	Lifespan model	Application at each career inflexion point
RECRUIT	Identify and Enable	<p>Entice Encourage more women to enter high performance coaching through various strategies</p> <p>Enter Support newcomers with role orientation and skill development</p>
	Develop and Support	Engage Foster mentorship, sponsorship, and inclusive environments while addressing life strategies
RETAIN	Connect and Sustain	Exit Develop strategies to support coaches leaving their roles voluntarily or involuntarily
	Energeise	Energeise Implement purposeful strategies for renewal, resilience, and personal growth

How do we apply this to the Australian learning and development landscape?

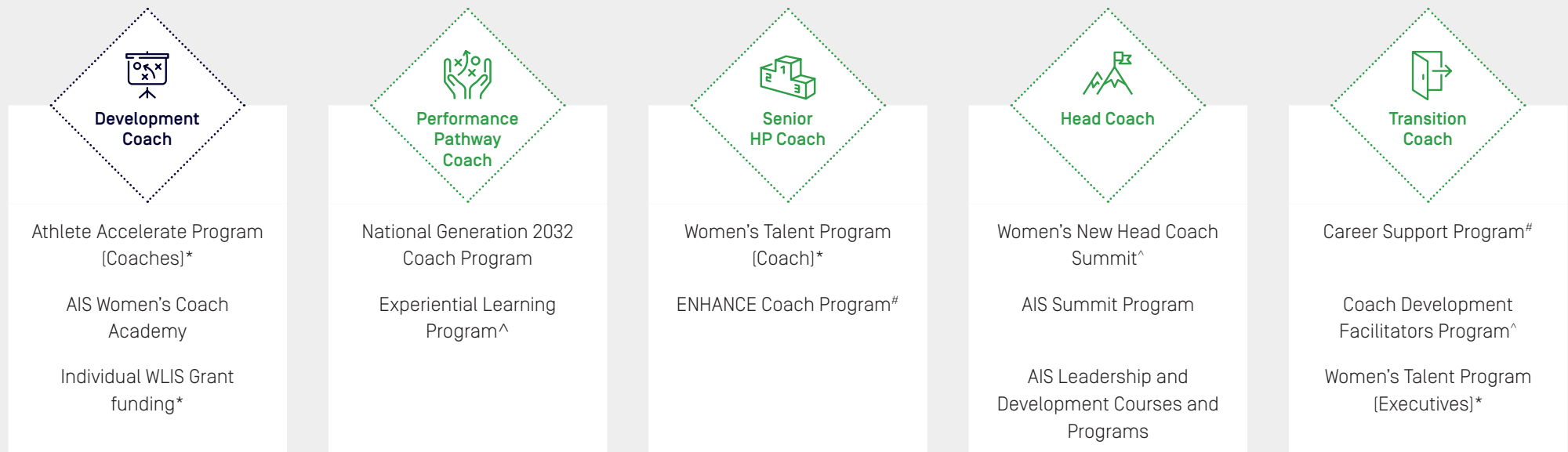
The framework provides visibility of the broader learning and development landscape across sports and organisations to highlight gaps and efficiencies, enable collaboration and broaden opportunities.

We can connect and align talent development programs across the entire landscape and more importantly, the individual coach can understand what capability each opportunity will build.

Finally, the framework will enable system sustainability by providing a collaborative rationale for continuity of funding. For example, the figure below highlights the tenuous position of funding upon women's coach development delivered by the AIS.

Utilising the Women's Talent Framework

Mapping AIS programs for Women Coaches 2024



The HP Coach Capability Framework underpins the deliverable component of each of these programs and priority focus areas

Women's Coach Alumni Network#

*WLIS funding: \$\$ to expire #New initiative funding dependent 2024-25 ^Special project \$\$