

MORE THAN A CLUB

Issue 3 November 2020

CLUB
DEVELOPMENT
MAGAZINE

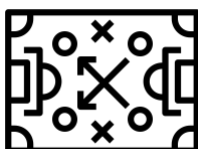


**"A good coach can
change a game. A great
coach can change a life"**



MORE THAN A CLUB

ISSUE 3 CLUB COACHING PHILOSOPHY



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A BRIEF LOOK AT THE IMPORTANCE
OF SAFEGUARDING IN CLUB
DEVELOPMENT



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WITH FORMER FA COACH MENTOR
DEAN SMITH



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HERE WE LOOK AT WORKSOP TOWN
FC'S CLUB COACHING PHILOSOPHY
AND HOW THEY IMPLEMENT IT



PAGE 8/9 GETTING THE BEST OUT OF YOUR COACHES

OUR FORMER COUNTY COACH
DEVELOPER JULIE CALLGHAN
EXPLAINS HOW TO GET THE BEST
OUT OF YOUR COACHES

ON THE COVER

JULIE CALLAGHAN IN ACTION AT
OUR LAST COACH CPD EVENT



MORE THAN A CLUB

ISSUE 3- CLUB COACHING PHILOSOPHY

A NOTE

OUR MONTHLY MAGAZINE WAS PUT ON HOLD DUE TO LOCKDOWN AND STAFF BEING FURLOUGHED. THIS ISSUE WAS PUT TOGETHER AHEAD OF THE NATIONAL LOCKDOWN SO PLEASE ACCEPT THAT SOME OF THE INFORMATION MAY HAVE DATED AND NOT BE AS ACCURATE AS IT WAS AT THE TIME OF WRITING.

ALSO SOME OF THE CONTRIBUTORS TO THIS ISSUE HAVE SINCE LEFT THEIR ROLES, WE WOULD LIKE TO PLACE ON RECORD OUR GRATITUDE FOR THEIR CONTRIBUTION TO GRASSROOTS FOOTBALL WITHIN THE COUNTY.

FINALLY THERE IS NO MENTION OF COVID 19 GUIDANCE IN THIS ISSUE. WE ARE STORING AND DISPLAYING THAT INFORMATION ACROSS OUR MAIN PLATFORMS, FOR ANY INFO REGARDING COVID 19 GUIDANCE PLEASE VISIT OUR WEBSITE.



MORE THAN A CLUB

ISSUE 3- CLUB COACHING PHILOSOPHY



**"A GOOD COACH CAN CHANGE A GAME.
A GREAT COACH CAN CHANGE A LIFE"**

A CLUB COACHING PHILOSOPHY IS A CULMINATION OF CLUB BELIEFS, CORE VALUES AND EXPECTED BEHAVIOURS. CLUB COACHING PHILOSOPHIES GIVE CLEAR GUIDANCE TO ALL CLUB OFFICIALS REGARDING; CLUB IDENTITY, HOW YOU WANT YOUR CLUB TO PLAY, HOW YOUR COACHES SUPPORT PLAYERS AND WHAT YOUR FUTURE PLAYER WILL LOOK LIKE.

Although this issue is based around club coaching philosophy, as a magazine based on club development we are hoping to highlight the role a club can play in developing coaches + retaining coaches for the benefits of your players and the club! To explore this we will firstly look at how we create a club coaching philosophy with a former FA coach mentor Dean Smith. Then on to our 'Club In Focus' section and Worksop Town Junior FC, to look at their own club coaching philosophy. Finally we have an excellent piece from our former County Coach Developer Julie Callaghan around getting the best out of your coaches.

Throughout the issue try to consider what your club does well already to support coaches and, what changes you could look to make moving forward. It's common feedback for us at the County FA that acquiring and retaining volunteer coaches is difficult- we cannot disagree! We want to help clubs to create club coaching environments that attract new coaches and help to retain the coaches you already have in post, and by reviewing the support structures in place we hope we can start a process to achieve this. ➤



England DNA

**The FA's Playing
& Coaching
Philosophy**

[CLICK HERE](#)



CLUB COACHING PHILOSOPHY



NATION
COACHING
DEVELOPMENT



Dean Smith
Former FA Coach Mentor
Sheffield & Hallamshire

Dean Smith was an award winning FA coach mentor based in the County, he has a track record of supporting clubs to develop their own club coaching philosophy. On this page Dean shares some thoughts around creating a club coaching philosophy, this is followed by a step by step guide to creating a club coaching philosophy!

DS "In terms of building a club philosophy it has to be something that fits your club, your coaches, players, and supporters. Many clubs make the mistake of copying and pasting something they have seen on the internet, or what has been shared by another club. It is fine to use these as guides to give you some initial ideas- but these clubs may be at a different stage in their journey or have a different background.

A philosophy is something you have to believe in. It is something you will be challenged on, and if you don't totally believe in it, it may lose credibility.

An example, when i am asked to support a club to develop their club coaching philosophy the first question

i will ask- "what do you want your future player to look like?" It is important to think across the 4 Corners of the Long Term Player Development Model (below).



This way you can work backwards and start to think about the coaching environment you are going to create for a six year old to start them on their journey to the first team.

Essentially this will guide your foundation phase (5-11) coaching philosophy, the same can be done for the Youth Development Phase (12-16), Professional Development Phase (16-18) and open age.

Within each of those phases you should consider; How you want your teams to play? How you want your coaches to coach? And how your club will support all this?

Once you have started to build this up it then starts to look like a philosophy and it also fits your club individually.

This must then be communicated to all parents to get them on-board and see what the club is working towards.

A philosophy doesn't have to be prescriptive and it should always be reviewed."

WHAT ARE THE CLUB DEVELOPMENT IMPLICATIONS?

As a club do you have a clear vision of the type of people/players that you are looking to produce? I have used the word 'people' first there deliberately as, first and foremost our players are people! Once you as a club can nail that part down as Dean says, you can work backwards from there to develop your philosophy.

**CLUB COACHING
PHILOSOPHY
GUIDE**



CLUB COACHING PHILOSOPHY

1

Step 1- Deciding to create a club DNA

As a club you will need to secure buy in from all of your key stakeholders; club committee, coaches as a minimum and get them to commit to the process!

2

Step 2- Acknowledge Your Current Club Landscape

What does you as a club currently stand for?

Why does your club exist?

Whats been the journey so far?

What experience do your players currently get?

3

Step 3- Consult with your Stakeholders

Consult with your coaches

What approach do they believe works?

How do they develop players?

Consult with your parents

Why do they bring their child to football?

How do they want their child to be developed?

And most importantly consult your players

What do they enjoy?

How do they like to be coached?

What environment do they like to be part of?

4

Step 4- Making Sense of the Consultation

Decide on your core elements of the club ethos- figure out the 'Who We Are' this will help you agree on a core purpose.

In line with the FA's England DNA start to put down on paper info around the following areas; How We Play, How We Coach, How We Support, The Future Player

5

Step 5- Create a Timeline

What needs to be done?

Who will do it?

When will it be done by?

Examples could include the coaches at the club creating a coaches expected behaviors documents for all coaches to adhere too.

CLUB COACHING PHILOSOPHY

6

Step 6- Refining

Now that you have begun to produce some general ideas around your DNA this is the time to add more detail and begin to check and challenge what you have produced, as coaches, ask players and ask parents their thoughts throughout this porcess.

7

Step 7- The Launch Plan!

How? decide how you are going to present your club DNA to your club stakeholders? should it be same for all?
When? We'd recommend showcasing your club DNA at sign on night/ the start of the season, could this be done every summer?

Who? Players, parents and coaches all need to shown the club DNA to ensure that everyone is clear regarding expectations, behaviors, values and beliefs! This should provide consistency for all!

Where? Is the DNA easily accessible for all? could it sit on the website, and be emailed out to parents as part of the player pack?

8

Step 8- Measuring Success

You will need to decide what success looks like for your club coaching philosophy (DNA) this will be directly linked to the 'Who We Are' part of your philosophy.

Is it the way your teams play?

Is it seeing a consistency in coaching approach?

9

Step 9 Evolving

Refine
Change
Add

Your club coaching philosophy is ever evolving and may need to change to meet the needs of your club.

CLUB COACHING PHILOSOPHY

WORKSOP TOWN JUNIOR FC



CLUB IN FOCUS



Empower players to take responsibility for their decisions.

Always plan, deliver, review creative coaching practices, to support our players in their technical, physical, psychological, social and tactical development.

Create a positive learning environment for all players.

Focus on development – winning games will be a sustainable product of this.

Develop good decision makers and problem solvers.



Help younger players understand the merits of successful teamwork.

Develop creative players who are comfortable on the ball under pressure from others.

"We have this in place because it helps our coaches to have a clear idea of what to aim for when trying to develop our players"

Iain Newton
Worksop Town Junior FC

Q. You have a club 'player development coaching philosophy' Why do you have that in place?

IN "We have this in place because it helps our coaches to have a clear idea of what to aim for when trying to develop our players. The 5 areas focus on the skills a player will need to acquire to achieve some success when playing for Worksop Town.

Success over the whole club of approximately 250 players will however look different depending on the individual's needs. It also gives us, the committee and development leads, a simple way to support our coaches.

The 5 statements are short; however, we can drill down into the detail in each one with our coaches to explore how they might benefit our players."

Q. Your club's philosophy is clear, simple and fits on 1 A4 sheet! Talk us through the process of producing that?

IN "I wrote the philosophy simply to help us develop well rounded individuals when they leave us! I had to consider who would be following it (our coaches), and the outcomes I wanted (from our players and teams). It had to be easy to follow and something that could be delivered to all ages. I don't see the benefit of

making a philosophy too specific, as this could make the outcomes too narrow. Players need support in their technical, social-emotional, physical, tactical and cognitive development to become the best they can be. Our coaches can use the 5 areas to challenge individuals based on their individual needs. This for me is the essence of good coaching."

After spending 5 years working for the FA Skills Programme, I am a firm believer in the emerging DNA and how it links to long term player development. As a club, we are here for the long haul, so it made sense to write a philosophy that reflected this. Based on the above, I came up with the 5 areas – which hopefully, you should see in any of our team's sessions or



CLUB COACHING PHILOSOPHY

WORKSOP TOWN JUNIOR FC



CLUB IN FOCUS



WORKSOP TOWN JUNIOR FOOTBALL CLUB

PLAYER DEVELOPMENT COACHING PHILOSOPHY

'To plan and deliver creative coaching practices in order to support the whole player in their long term technical, physical, psychological, social and tactical development'

1. To always create a positive and inclusive learning environment for all our players.
2. To develop creative players who are comfortable on the ball under pressure from others.
3. To develop good decision makers and problem solvers.
4. To help players understand the merits of successful teamwork.
5. To focus on development – winning games will be a product of this.

Q. The first point on your coaching philosophy outlines creating a positive and inclusive learning environment, what is the rationale behind this?

IN "Our coaches are volunteers and have varying levels of experience and technical coaching expertise. Our non-negotiable expectation, however, is that our young players have a positive experience when playing football for the club.

We expect our coaches to manage behaviour appropriately (we have a behaviour management guide available to coaches), have reasonable expectations on outcomes in games and training, and give equal game time to all players throughout the season. Our young players are more willing to learn and develop if they feel included and respected. Success for us will be keeping a player all the way through the junior section and then into one of our adult teams!

Q. You have also referenced a focus on development over results, how do ensure buy-in from players/coaches/parents?

IN "The coach is key here. If juniors' coaches have a win at all cost mentality, they won't be part of our club. It is as simple as that. Yes, everyone likes a win, but it should not be the only goal. If we get the mentality right in the foundation age groups, then it is hopefully engrained. This is the long term plan and no-one expects it to be delivered without hiccups along the way!

We set out our expectations as a club using our codes of conduct for players, coaches and parents. These are then used, along with our coaching philosophy, as a method to support coaches with their task. If parents question the coaches' decisions, it can be used by coaches to support what they are doing. If questions remain, then the age group mentor will support the coaches with the team's parents. If required, the chairman or me will meet the team to answer questions on the expectation."

Q. Your club notes within its development plan that you want coaches "who want to progress" what does progression look like? How do you go about attracting these coaches to the club or, are they produced organically through the environment you create?

IN "A mixture of both I think. We want our coaches to buy in to what we do from the word go. If they have

"The coach is key here. If juniors' coaches have a win at all cost mentality, they won't be part of our club. It is as simple as that"



CLUB COACHING PHILOSOPHY

WORKSOP TOWN JUNIOR FC



CLUB IN FOCUS



previous experiences then that is brilliant, and we can draw on these experiences to help our players. A key point for us though, is that coaches invest in what they do. This might mean that they research coaching content online (we have a shared online drive available to our coaches), observe other coaches, spend time with our in-house mentors, or attend CPD.

We pay half of all our coaches' courses once finished – unless the course is free to us. One size doesn't fit all so, one coach might progress by learning how to manage the behaviour of their lively u7's team, while another might attend a level 2 coaching course. Either way, will see the coach progress and that will help the players."

"We want our coaches to buy in to what we do from the word go"

Q. Your club has a few FA level 2 and UEFA B licenced coaches, how does that benefit the players and other coaches at the club? (Do the club provide support?)

IN "We have a structure in place to support new and inexperienced volunteer coaches. We have several coaches who have UEFA B licences or have been coaching for 15-20 years (equally as valuable). Our in-house coach mentors are there to support -
•Foundation age coaches (6-11),
•development phase coaches (12-18),
and women/girls teams.

These mentors were selected for their skills and experiences in each area. For example, We didn't feel it would be as important to place UEFA B

mentors with foundation aged teams, so we placed someone who has many years of experience working in grassroots to support coaches, not just in the coaching (as that comes when they do the level 1), but to support on the things they don't teach on the courses, such as behaviour management (of players and parents!), how to connect with young children, admin, and logistical support.

We placed UEFA B coaches with the older age groups, utilising their skills sets around tactical support, where the principles learned on Level 3 courses can be used. We placed our female support mentor Denise Marsh because of her continued work with girls over many years in the game, earning her 'National female Grassroots coach of the year' in 2015. Our coach mentors have also attended the FA's mentoring adults' workshops. We feel that having this system in place both streamlines support mechanisms and cascades the key messages we want to send out all the way to the players."

Q. What would be your top tips for other clubs who are looking to create their own club coaching philosophy?

IN "Keep it simple!!

Remember that lots of your coaches are volunteers and are helping young people to play football at a grassroots level. The document doesn't need to be too specific, and ideally, the principles within it can be used for u7's children all the way through to open aged players. If I go to watch a session, the coach should be able to tell me how it fits into the coaching philosophy very easily. What it shouldn't do is focus on coaching a style of play. Football is a chaotic game (especially at grassroots),

so players should be given a chance to embrace it and not be phased by what happens in the game. Being over-prescriptive will not help their

development. Try to empower the coaches and give them the confidence to deliver on the philosophy. This is grassroots and embrace participation. If you have a team that has a good chance of winning a league, then we support them with that accordingly. This might be through game management strategies and getting results (especially in older age groups / senior teams). This should still be recognisable in your philosophy though."

"Try to empower the coaches and give them the confidence to deliver on the philosophy"

WHAT ARE THE CLUB DEVELOPMENT IMPLICATIONS?

Tap in to the knowledge and experience that the volunteers at your club already have. This won't always be football specific. If you highlight key areas where there are gaps in experience/knowledge, look to target ways to fill those gaps. An example being a lack of technical or tactical knowledge- look to send a volunteer on to a FAL2 or UEFA B, they can then look to share there experiences with other at the club.

Many Thanks to Iain for sharing his club's philosophy with us- it is a great insight in to what can be achieved. If you and your club are working towards a club coaching philosophy i would love to hear from you.

Tom.Measham@SheffieldFA.com



"It is important that all coaches feel in a safe environment in their clubs to practice what they have learnt on the course. The players are the beneficiaries of this new knowledge and practices."



GETTING THE BEST OUT OF YOUR COACHES

Julie Callaghan
Former Sheffield & Hallamshire
County Coach Developer

Julie is our former County Coach Developer, we would like to place on record our thanks to Julie for all the work she has put into developing the coaching volunteer workforce in the County over a number of years, the impact will continue to be felt for many, many years to come. Although Julie is no longer our CCD this piece still remains a valuable tool for clubs.

JC "I am proud of the grassroots programme that we offer in England. Fun and enjoyment is a big factor for both players and coaches. I believe that the best part of being a coach is watching your players develop over a season, though good session design and using the Plan-Do-Review model. Below are my top tips to help coaches take messages from coach education courses/CPD to developing players in their clubs.

FA Charter Standard Club Programme.
FA Charter Standard accreditation demonstrates how clubs, leagues, volunteers, parents and players play their part in providing fun, safe and inclusive football opportunities for all Clubs which achieve FA Charter Standard status can be proud to be the best place for people to play and enjoy football. They can demonstrate they offer positive football environments where people can develop their skills, keep fit and enjoy playing as part of a friendly, inclusive community.

The Environment

We all have a responsibility to create an environment that is safe for all included in the game. I have never seen a game/coach/referee NOT make a mistake. I certainly have learnt more from the mistakes I have made not just in the game, but through life itself. Think about the impact that has on a developing player/coach when a player/coach/spectator/parent screams and shouts at them, a game that is supposed to be fun. We need to keep them in the game, not frighten them away from it.

Each club will have a Code of Conduct- don't just sign it, put it into practice.

Coach Education - SHCFA offers FA Level 1, 2 and UEFA B qualifications.
A minimum requirement of working with players up to youth level is to have attained a FA level 1 Coaching award, this also gives the coach a first aid award and safeguarding qualification.

The award brings coaches together to learn and share ideas that they can use for their players. This is important to the coaches as they often feel alone and run out of ideas. It is refreshing to listen to coaches who are enthused about different ideas and their stories of how they have 'HAD A GO' with their players.



GETTING THE BEST OUT OF YOUR COACHES

It is important that all coaches feel in a safe environment in their clubs to practice what they have learnt on the course. The players are the beneficiaries of this new knowledge and practices. We talk extensively about the importance of fun and development of our players, the same is just as important for our coaches, many of who are just starting on the pathway.

Continual Professional Development (CPD)

Every coach attending a FA level 1 – 3 courses, will be given an action plan which will include 3-5 hours of CPD per year. Coaches can access this through progression through the coaching pathway, webinars, podcasts, FA and CFA CPD opportunities that bring coaches together for practical ideas and or classroom workshops with presenters from different parts of the game.

Access the '[Boot Room](#)' – a great resource that brings experts and experiences onto your laptop/iPad/phones. This is important, as the game, knowledge, players and coaches are evolving all the time. That includes me..

Observing Other Coaches

This is possibly the most written action plan that I recommend. We all think that we have come up with something original when committing our sessions to paper. The game never changes we either in possession, out of possession or the ball is in transition. The principles of play never change, if I have the ball, I need to create space to play and if I haven't,

I want to deny space. What is different is how we interpret our sessions. Is it about 'ME' the coach or for players to play and discover different solutions to problems, after all, it is their game?

Giving information and the use of interventions, checking and challenging not just to the players but ourselves. I am curious about how other people do it and can get different outcomes from different players.

I am in a fortunate position because I get to work with you on coaching courses. It amazes me how we deal with things in different ways and you have taught me loads. Keep learning off each other and when you think you have seen something that has that has excited you and you can't wait to have a go, share it and develop it.

Final Thought

We are in unprecedented times at the moment, with the Coronavirus. Once we return to training and games, remember development of coaches and players is a long-term process, there are no quick fixes.

I hope after reading this article it has given you some thought provoking reflections on what has gone, and some ideas for change in the future. We need to practice as coaches/players/spectators/parents so that everyone enjoys the experience."

Stay Safe

WHAT ARE THE CLUB DEVELOPMENT IMPLICATIONS?

Coach Qualifications and CPD

Create a culture of development for your coaches, encourage them to attend courses and CPD to develop themselves. Not all clubs are in the position to finance courses for coaches but those that can should certainly look to do this. Also there are number of funding opportunities for coach education in the form of bursaries, these are regularly advertised and sent to club secretaries- do not miss out on these opportunities.

Delegate Responsibilities

Try to remove as many admin tasks away from the coaches to allow them focus on developing your players and creating a great playing environment. Weekly, monthly and seasonal roles such as; collecting subs, washing kit, fund raising, putting goals up etc are roles that can be filled by other volunteers such as parents! Try to create a culture at your club where more than just the coaches are expected to give up there time!

Coach Collaboration

Give coaches chance to collaborate and share ideas. How often do your coaches get to work together? Could you have double session weeks where coaches work together to observe each other and their sessions to essentially steal ideas from each other! Do you ever utilise your more experienced coaches to coach with your less experienced coaches?



SHEFFIELD & HALLAMSHIRE COUNTY FA

MORE THAN A CLUB



FOR ALL YOUR CLUB'S DEVELOPMENT NEEDS PLEASE FEEL FREE TO GET IN TOUCH WITH TOM MEASHAM, CLUB SUPPORT OFFICER

TOM.MEASHAM@SHEFFIELDDFA.COM



IS THERE AN AREA OF CLUB DEVELOPMENT THAT YOU WANT TO KNOW MORE ABOUT? SEND YOUR QUESTIONS IN AND WE WILL LOOK TO ANSWER THEM IN FUTURE ISSUES

KEEP AND EYE OUT FOR ISSUE 4 COMING IN DECEMBER!

@SHCFA #MTAC

