

**ROSEBURG SWIM TEAM**

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# A Coaching Perspective

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# An Outline of a Team Philosophy

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*".... There'll be winners and there'll be losers...but friendships born on the field of athletic strife are the real gold of competition...awards become corroded, friends gather no dust...youth is the greatest commodity this nation has...honor thyself...honor thy God..."* - Jesse Owens

**T**O better understand my coaching philosophy, I am providing an outline of my thoughts on training and leadership; essentially what makes a good club good. I have had the good fortune to coach for sixteen years. In that time, I have made an effort to create a great experience for the swimmers, and yes, for the parents too.

Doc Counsilman stated, "There is a time to work and there is a time to work moderately hard. The words hard, moderately hard, high quality and low quality are relative terms. They are meaningless unless they are defined. Only then can they be used to describe intensity of effort."

<sup>1</sup> One does not need to just train harder, but must also train smarter. Using the fundamentals and principles that are apparent from the likes of Drs. Counsilman, Madsen, Maglischo, Costill, Sharp, etc. and then applying that information to the many years of practical coaching experience, there is an ability to create, determine and implement an effective training program, which is important to the success for each swimmer. "Many of us are as wrapped up in the yardage syndrome as we were eight years ago... Yardage is not what it is all about."<sup>2</sup>

It is not as simplistic as having the swimmers work harder, as a coach, I must track our success and failures, of which there will be many, to adjust the training plan accordingly. My hard work, as a coach, requires the implementation, and constant evaluation, of a season/annual/quadrennial plan, monitoring and tracking our athletes training (i.e. yardage, work volumes, training categorization, heart rates, lactates, or etc.), continual self-education by reading through science and professional literature, asking questions from the scientific community and of colleagues, comparing notes with contemporaries, and determining what can be best applied to the program. "This obliges the coach to not merely come to the pool and make up a workout off the top of his head. He must adopt a plan that attempts to balance the methods of training with the goal of optimal, not maximal, physiological adaptations of all the desired traits."<sup>3</sup>

Although the term "hard work" is ambiguous at best, there is nothing wrong in working hard to a predetermined goal within established parameters (i.e. 98% attendance to practice, accomplishing training paces/times). Athletes work hard through their dedication, commitment

and determination to excellence, meeting daily challenges set forth in the water and dryland training; remembering there are no sacrifices, only choices of action or non-action. Training smarter may be equated to working hard, in that the athlete is progressing towards a goal by a set plan, evaluating and redefining paths by which that goal will be met.

Goals do require hard work; however, a path needs to be laid first and must be specific. This means being smart in one's approach.

Sincerely  
Scott Allen

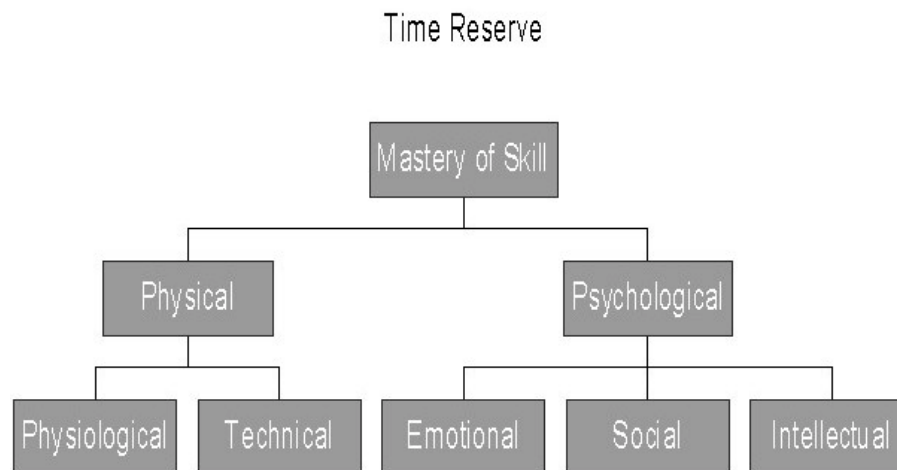
1. 'The Use of Goal Sets and Cruise Interval Sets As A Method of Balancing High Intensity and Endurance Training and As A Diagnostic Tool', Dr. Counsilman; ASCA World Clinic Yearbook, 1984, Pgs 1-9.
2. 'The Dissident's View of Distance Freestyle Training', Dick Jochums; ASCA World Clinic Yearbook, 1982, Pgs 139-151.
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## Training Considerations

### Considerations in developing progressions within a club

- ◆ Coaching staff on same 'page'
- ◆ Common thread thru program
- ◆ Standardized sets for monitoring progressions
- ◆ Record data for tracking
- ◆ Educate athletes on process
- ◆ Emphasis on the process not just the outcome
- ◆ Using research and resources to develop programs

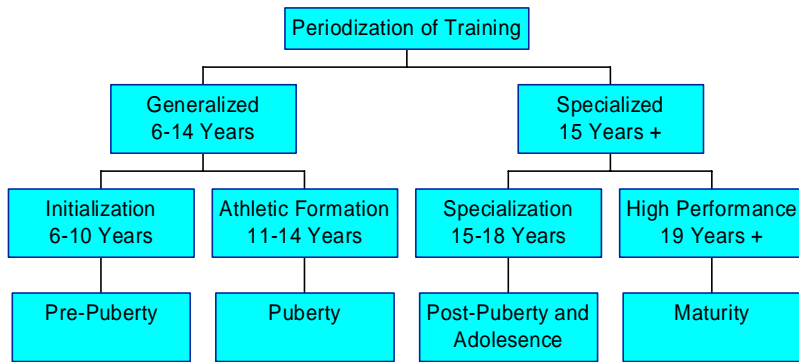
### Longitudinal Development



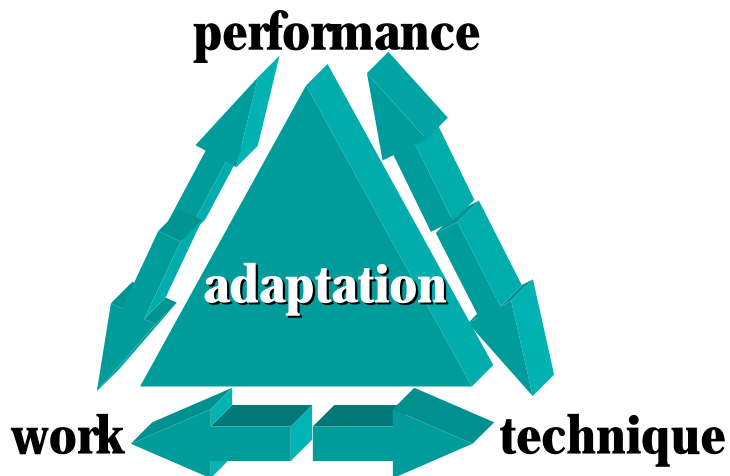
## Considerations in Training

- ◆ Periodisation of Training
- ◆ Training Categorization
- ◆ Longitudinal Progressions
- ◆ Mastery of Skills

## Developmental Phases and Training Implications

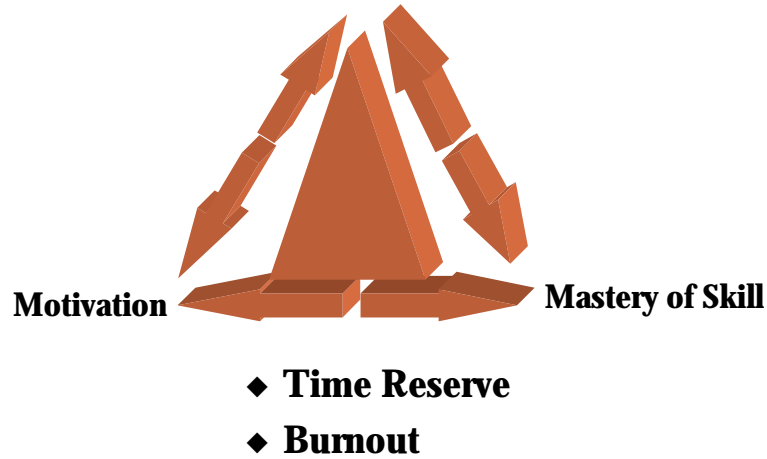


## Training Triad



## Developmental Triad

Performance



## Training Progression Models

	<b>8 +/- 1year</b> (2 year duration)	<b>10 +/- 2 years</b> (2 year duration)	<b>12-13</b> (2-3 years duration)	<b>14 +/- 2years</b> 3-5 years Richards 1-10 years Madsen
<b>Australian Dr. Richards</b>	2-4 Sessions per week 40 minutes - 1 hour .75-2km per session 24-30 weeks per year 1-2 Land Sessions 15-25 minutes Objectives: Technique, Racing Skills, Aerobic Endurance, Simple Sets and Games, Flexibility, General Body Strength, Movement Coordination, Group Activities	3-5 Sessions per week 1 - 1.25 hours 2-3.5 km per session 30-36 weeks per year 2 Land Sessions 20-30 minutes Objectives: Technique, Racing Skills, Aerobic Endurance, Speed & Acceleration, Greater mix of training methods, Increase Strength to Body Weight ratios, Flexibility	4-6 Sessions per week 1.25-1.5 hours 3.5-6 km per session 36-44 weeks per year 2-3 Land Sessions 30-45 minutes Objectives: Technique, Increased volume, Development of all muscle groups, intro to some intense interval training, musco-skeletal assesment, flexibility & body strength	6-10 Sessions per week 1.5-2 hours 4-8 km per session 40-46 weeks per year 2-3 Land Sessions 45 min - 1 hour Objectives: Increase Volume & Intensity of training, Integrated training model, Begin Specialization, Perfect technique & skills, Periodize strength program, power into swimming performance
<b>Norwegian Dr. Madsen</b>	3-4 Sessions per week 40 - 50 minutes 3-4 Land Sessions 15-25 minutes Objectives: Basic Aerobic endurance, Swimming Speed, Technique, Aquatic Agility/Dexterity, Team and relay competition	5-6 Sessions per week 45-60 minutes 5-6 Land Sessions 20-30 minutes Objectives: Variety of movement coordination, technical skills, flexibility, Basic swimming endurance	6-8 Sessions per week 70-90 minutes 4-5 Land Sessions 30-50 minutes Objectives: Basic swimming speed, specific muscle endurance, swim specific endurance, power, technique specialization, tapering, individual & team races, race tatics	8-11 Sessions per week 80-90 minutes 5-6 Land Sessions 45-70 minutes Objectives: Anaerobic capacity, maximum strength, aerobic capacity, race simulation, specialization

## References

- ◆ *From Childhood to Champion.* Dr. Tudor Bompa 1994
- ◆ *Coaching the Young Swimmer.* Dr. Kurt Wilke & Dr. Orjan Madsen. 1986
- ◆ *Positive Coaching.* Jim Thompson. 1995
- ◆ Charlie Cunningham and Marvin Williams  
Conversations and personal interviews.
- ◆ Dr. Genadijus Sokolovas.  
Unpublished study of the progression models of Russian swimmers.
- ◆ Dr. Gordon  
Unpublished study of the progression models of Russian swimmers.
- ◆ Bill Boomer  
Conversations and personal interviews.
- ◆ Alex Nikitin  
Conversations and personal interviews.

## Chapter

## 2

## Team Leadership

**W**HAT makes a good club good? It is the Leadership, a Team Philosophy, a Cohesive Coaching Staff, having Board and Parent Support, the Organization, a Solid Financial Plan, and **TEAMWORK!**

Whether it is stated or not, the Team's Mission and Philosophy is the single most important factor in determining the success of the club. Having a stated mission paints a picture of the program and provides direction of where the club wants to be in the future. The mission enhances the opportunities for success as it establishes value, guides decision-making, directs the long and short-term goals, and establishes the basic structure of the team. The team must live its Mission, or Philosophy, through the budget, team structure, education and time.

Guided by the Team's Mission, the Team's leadership comes from Strategic Thinking. Elements of strategic thinking are Priorities, Principles, and Planning.

**Priorities**

- Swimmers First!
- Establishing a team effort
- Roles and Responsibilities
- Prioritize goals
- Stay the course/evaluation

**Principles**

- Establishing Mission/Philosophy
- Walk the talk
- Visionary
- Establish values
- Define structure of team/image

**Planning**

- Operational Planning
- Yearly plan
- Driven by strategic plan
- Focus on what we are doing today
- Establishes work priorities
- Makes the work group accountable

By using Strategic Thinking, the Board of Directors and Head Coach focus on their roles and responsibilities. The coach is to support, and work with, the board in its governance of the team. In turn, the board is to support, and work with, the head coach in his managing of the team. A coach needs the support of the board in all matters. The board should provide frequent and constructive feedback to the coach. And more importantly, will assist the coach when a board member misunderstands their role.

## Responsibilities of the Board

- **Duty of Care** - exercise reasonable care in decisions as a steward of the organization.
- **Duty of Loyalty** - must act in the best interest of the organization.
- **Duty of Obedience** - be faithful to the organization's mission. Not permitted to act inconsistently with organization's central goals.

## Responsibilities of the Head Coach

- **Directs** the efforts of swimmers in pursuit of goals
- **Manages** the daily business affairs and training
- **Guides** the long term development of the team
- **Responds** to the challenges of a goal oriented program
- **Supervises** and evaluates assistant coaches

By respecting each other's role in the team, both the board and head coach can affect positive change. This creates an environment in which the coach does not have to play the role of fire chief, where one must continually putting out the fires. Both the board and coaches work in concert for the success of the team.

## References

- Sandy Hughes, National Center for Nonprofit Boards
- Roberta Kraus, Center for Creative Leadership
- USA Swimming, Club Leadership and Business Management School
- Rose Snyder, Streamline Consulting

# Reading List

Coaching the Young Swimmer	by Wilke & Madsen	ISBN 1-878602
From Childhood to Champion Athlete	by Tudor Bompa	ISBN 0-9697557-1-6
Children and Sports Training	by Jozef Drabik	ISBN 0-940149-03-6
Good Sports	by Rick Wolff	ISBN 0-440-50435-X
Youth Sports & Self Esteem	by Darrell Burnett	ISBN 0-940279-80-0
Straight Talk about Children and Sport	by Coaching Association of Canada	ISBN 0-88962-630-8
Sports Without Pressure	by Eric Margenau	ISBN 0-89876-165-4
Coaching Children in Sport	by Martin Lee	ISBN 0-419-18250-0
Sports for Children	by James Humphrey	ISBN 0-398-06168-8
Psyching for Sport	by Terry Orlick	ISBN 0-88011-273-5
Children and Youth in Sport	by Smoll & Smith	ISBN 0-697-22490-2
Positive Coaching	by Jim Thompson	ISBN 1-886346-00-3
Intensive Participation in Sports	by Cahill & Pearl (editors)	ISBN 0-88011-698-6
Sports in America	by James Michener	ISBN0-394-40646-X
Discipline Without Tears	by Rudolf Dreikurs	ISBN 0-452-26898-2
Training for Sport and Activity	by Wilmore & Costill	ISBN 0-697-06778-5
Sports Training Principles	by Frank Dick	ISBN 0-7136-4149-5
Sports and Society	by Jay Coakley	ISBN 0-8151-2027-3
No Contest	by Alfie Kohn	ISBN 0-395-63125-4
Punished by Rewards	by Alfie Kohn	ISBN 0-395-71090-1
The Total Sports Experience for Kids	by Fine & Sachs	ISBN 1-888698-06-3
Sports and Fitness Success from 6 to 16	by Michael Yessis	ISBN 1-57028-108-4
The Child and Adolescent Athlete	by Oded Bar-Or	ISBN 0-86542-904-9
Theory and Methodology of Training	by Tudor Bompa	ISBN 0787233714
Science of Sports Training: How to Plan and Control Training for Peak Performance	by Thomas Kurz	ISBN 0-9401149-01-X
Sport for Children and Youths	by Weiss & Gould	ISBN 0-87322-009-9
Worldwide Trends in Youth Sport	by Knop, Engstrom, Skirstad & Weiss	ISBN 0-87322-729-8
Swimming Even Faster	by Ernie Maglischo	ISBN 1559340363
Exercise and Children's Health	by Thomas W. Rowland	ISBN 0873228103
Child Health, Nutrition, & Physical Activity	by Cheung & Richmond (editors)	ISBN 0873227743
The Cheers and Tears: A Healthy Alternative to the Dark side of Youth Sports Today	by Shane Murphy	ISBN 0-7879-4037-2
Peer Power: Preadolscnt Culture and Identity	by Adler and Adler	ISBN 0813524601
Little Girls in Pretty Boxes: The Making and Breaking of Elite Gymnasts and Figure Skaters	by Joan Ryan	ISBN 0446672505
Theory and Methodology of Training	by Tudor Bompa	ISBN 0-7872337-1-4

