



**MANSFIELD SKI CLUB**  
MULMUR ONTARIO



# COACH'S HANDBOOK

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# Developmental Coaching Philosophy

## Responsibility - Challenge - Patience - Individuality

The foundation of professional coaching is for the coach to **accept responsibility** for the well-being of the athlete(s) and their families who have put their trust in them.

The coach must **challenge** the athlete in the person while at the same time being patient with the person in the athlete.

In an individual sport, such as Alpine Skiing/Snowboarding the challenge for **personal excellence** is an integral element.

For the developing child/youth (athlete) success should be measured by **change** not results ... not all change is progress but there is no progress without change.

Although each child/youth (athlete) will develop individually and uniquely, each must be physically fit to be a good skier/boarder and each must be a **technically good** skier/boarder to become a **competitive** racer ... what is in the way is the way.

There are few unrealistic **goals** but there are unrealistic time lines ... each athlete in their own time... in their own way ... to their own end.

Competition is a **cooperative effort toward excellence** ... each athlete has a responsibility to raise the level of their performance/play to the highest level possible ... in this way they honour themselves, the sport and their fellow competitors.

Competition, as a challenge for personal excellence, is not about winning for the sake of winning, but rather, competition helps us realize who we are and **who we are capable of becoming** measured by the **effort** we put in and the joy we get out of the challenge/play of sport.

## Role & Responsibility of the Coach

Prepared coaches play an integral role in the delivery of programs by combining **creativity with resources**. Your job is to **expose & develop children's knowledge of the skills** in all areas of the sport.

Effective coaches will **create a safe learning environment** and allow children to learn through **task teaching and/or guided discovery**.

The coach facilitates the session by **making movements easy** to acquire, then **acts as an observer who provides timely questions** to the children **and relevant feedback**. The coach's **instructions must match each child's style of learning** in order for skill acquisition to take place.

Some of the (physical) tasks require **off hill activity**. It is important that athletes maintain their physical abilities through alternative training methods in addition to typical practices.

**Time on task** is critical to mastery of skills.

**Set goals** for yourself (the coach) and your team/program.

**Communicate team goals** to all members of your team including the Manager.

**Plan to achieve** your goals - know what the big picture is and pay attention to the details.

**Commitment** - not just desire - develop expectations and foster the effort to reach your expectations from yourself and your team.

## Code of Conduct - Coaches will...

- Represent their athletes' best interest both as a team and as individuals
- Behave in a fashion that brings credit to themselves, their team, fellow coaches, the Club and the sport of alpine ski/boarder racing
- Behave in a sportsperson-like manner at all times – observing the principles of honest, fair play, hard work and adherence to the rules of competition
- Coach the athletes, in a logical sequence, to use all the tools available to them in their quest to achieve training and competition success
- Communicate with athletes on all aspects of the team activities & their individual development
- Communicate with parents on all appropriate aspects of the team & individual athlete programs
- Communicate with fellow coaches & club administration as needed on all aspects of the program
- Constantly look for ways to upgrade their skills and knowledge
- Become knowledgeable of and be guided by the following instruments:
  - MSC - Development Coaching Philosophy
  - MSC - Role & Responsibility of the Coach
  - MSC – Harassment Policy
  - MSC – Global Technical Competencies
  - MSC - Selection Criteria
  - CSCF - Coaching Code of Ethics & Code of Conduct
- Handle all MSC equipment used by them with respect and care
- Show respect for the property of others at Mansfield & when visiting other ski clubs or facilities
- Free ski/board under control & at a speed and distance so as not to scare or endanger others skiers and/or snowboarders

# Coaching Styles

**Challenger** ↔ **Motivator** ↔ **Inspirer** ↔ **Enabler**

Know your style – what do you default to?

## **Coach Centered**

Direct Instruction  
Feedback – D & C – Evaluative  
Auditory & Visual

←← ← →→→

Task Teaching  
Drills  
Training Courses

## **Athlete Centered**

Dialogue & Discovery Learning  
Feedback - Reflective  
Kinesthetic, Visual, Auditory

On the spectrum above where do you put competitions?  
What are the implications for your coaching style?

Coaching/Training is not simple but it must be clear.

## **Goals - Focused Activation - Assessment**

Every Run - Every Day - All Season Long

**The big goals and the little goals must be the same goals.**

## Coaches Need to...

- (1) Know their communication and relationship building strengths and weaknesses –coaches need to be prepared to learn and use new ways to communicate and relate,
- (2) Know how to ski, how to assess skiing performances, how to re-direct performance based on sound biomechanical principles and proven tactics at specific age groups,
- (3) Know their athletes – know the benchmarks of their age group and where each individual is in their development relative to the benchmarks,
- (4) Have a collection of proven skill introduction and development exercises which have been mastered and can be introduced to athletes,
- (5) Plan success – follow the plan – be specific within global objectives – manage time,
- (6) Be active– take the lead – model goals and expectations by their own performance.

See (1) Skills Drills Tool Box (2) Coach Session Plan

# Key Points – Coaching

## (1) Core Coaching Competencies

Critical Thinking    Problem Solving    Valuing    Interaction    Leadership



## (2) Role & Responsibility of the Coach

Safety    Fun    Achievement    Challenge

## (3) Training Factors

Physical	Equipment	Technical
Psychological	Environment	Tactical

## (4) Training Sequence

Warm Up        Activation  
Time on Task        Cool Down

## (5) Decision Training

Variable Practice    Random Practice    Questioning    Video    Modeling

## (6) Starting Points

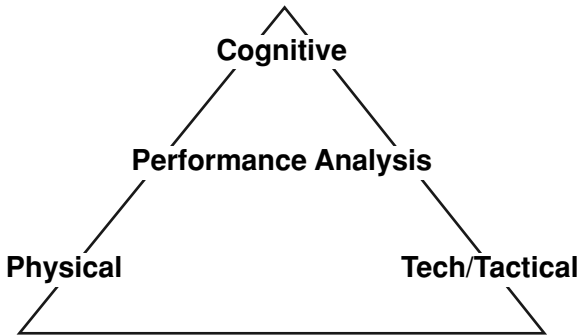
Hard First v Easy Does It	Global v Specific	Simple v Complex
Whole – Part - Whole	Theme v Skill	Technical v Tactical

Key Points Over



**(7) Intervention Skill – Drill Matching**

Explanation    Demonstration    Observation    Assessment    Feedback



**(8) Skill Performance Evaluation**

Initiation ► Acquisition ► Consolidation ► Refinement ► Creative Variation

**(9) Feedback - Bandwidth**

Auditory

Internal Cues

Visual/Video

External Cues

Kinesthetic

## Goal Setting and Planning to be Successful

Question One - Why do you want this? Will it bring you what you are looking for? Goals that are personally motivated have a much higher chance of being achieved. Question Two – Are you prepared to fail? Will you still go for it knowing you could fail?

### Goals:

Need to be **challenging** in order to motivate improvement

Need to be **achievable** within the time frame you have

Need to be **specific** and detailed – broken down into things you can actually do

Need to be **committed** to – time ensured for achieving them – practice - action

### Challenging

Beyond what you can currently do. Know the standard of performance required.

Test yourself often in the extreme. Personal growth comes from the challenge not the winning.

### Achievable

Within your reach. Be critical and honest with yourself – can you do it in the time you have? Do you possess the critical skills – physical, technical, tactical, mental/emotive?

Are you willing to sacrifice energy, time, money – is it worth the sacrifices?

Get a coach/mentor who will give you concrete, specific and honest feedback.

### Specific

Break the goal down into manageable pieces – i.e., coaching, skiing, setting, etc. What is the primary objective of each task – practice specifics and innovate. Become versatile & flexible.

Strive to see what ties the pieces together.

### Commitment

The difference between desire and commitment is hard work and long hours. Desire is wishful – Commitment is action.

The goal is to make the athlete decisive & independent under pressure of performance.

## Using Learning Outcomes for Coaches

Learning is a complex process which results in a change in skill(s), a change in knowledge, a change in behaviour, a change in attitudes and beliefs.

Learning takes place in the physical, cognitive and affective domains.

Learning as change can take place by design, by discovery, by experience, by accident, and by reflection.

Learning as a result of a deliberate/planned program and activities, which is what our coaches are directed/expected to do, is best facilitated by having clearly stated “Learning Outcomes” and a means to bring about the desired changes/achieved outcomes.

Learning Outcomes are the knowledge, skills and attitudes that athletes should acquire and be able to demonstrate as a result of their participation in the learning activity...what the athlete should know, and be willing and able to do.

**Learning Outcomes create the opportunity for athletes to train “intentionally”**

## Training with Intention

Athletes often ask how do I “go faster” or “ski smoother”. Or they say they are good at free skiing but when they get into gates they go to ....

The problem for them is that they are not **thinking/acting specifically** enough to make and control real changes.

Training with intention means having a **clearly defined how to** (process) focus to each run/session. Your **intention is the process and the outcome** of how you are skiing.

### Race Example:

In order to ski fast GS in the gates (your intention) you need to be able to step on the gas (apply pressure) early in the turn and keep the throttle on as you exit the turn. You cannot do this if you are pivoting (skidding) the top half of the arc...rather, you have to move quickly and aggressively across the skis and create an early edge platform - before the rise line - to apply pressure to. This will bend and accelerate the skis through the apex and exit of the turn.

### Free Ski Example:

In the bumps you want to feel like you are “flowing” through the bumps as opposed to getting knocked around. So how do you accomplish this “flow intention”?

Focus on (1) “...never not be turning”. You cannot flow in the bumps if you go straight for very long because the bumps will knock you around; (2) use the bumps (fronts, sides, tops) to deflect your skis so that they are always turning, and (3) keep your joints soft so that you can absorb the terrain. These combined focuses keep me flowing in the bumps.

Focus on the how to (process) and realize your intentions (outcomes).

## **Decision Training - The original work of Joan Vickers – University of Calgary NCI**

Is the process of engaging the athlete cognitively during a physical and technical or tactical practice?

### **3 Step DT Process:**

- (1) What decisions does the athlete have to make while performing/competing.
- (2) Select a drill which best trains the decision(s) required.
- (3) Select one or more DT Tools that best trains the decision within the drill.

Example:

- (1) Selection of Line
- (2) Two brushes above the gate – brush 1 is deep – brush 2 is high
- (3) Variable Practice – set an irregular course of mixed distances and offset - each gate has two brushes above – athlete has to pick the best line for the gate set & sequence
- (3b) Random Practice – the brushes are changed between runs
- (3c) Bandwidth Feedback – let the training environment coach
- (3d) Questioning – have the athlete determine which line works best under which conditions
- (3e) Video the session and have athlete select their best runs

### **The 7 DT Tools:**

- (1) Variable Practice
- (2) Random Practice
- (3) Bandwidth Feedback
- (4) Questioning
- (5) Video Feedback
- (6) Hard First Instruction
- (7) Modeling

## Injured Athlete – Coach Response Protocol

All skiers/athletes assume the risk of accidental injury. Even an athlete being trained by the most responsible and experienced coach can suffer an injury.

When someone is injured, the MSC coaching staff will immediately implement the following protocol:

- The first coach(s) on hand will quickly evaluate the surroundings and determine if there is further risk of injury because of the location of the accident, if so take action to secure the injured person and the immediate surrounding area;
- Attend to the injured person(s) - do not move an injured individual, but keep him/her warm;
- One of the coaches on hand will call the Ski Patrol or Lesson Desk to inform them of the accident and the need for immediate assistance from the Ski Patrol. If this is not possible then...
- Instruct two capable and responsible team members to go to the bottom of the closest lift and report the **IMMEDIATE NEED FOR SKI PATROL**. If this is not possible, flag down a passer-by and ask him/her to do the same; Instruct these team members and/or passerby to be very careful, to not rush or take risks but to go directly to seek help;
- Ensure whoever is contacting the ski patrol to inform them whether the injury is minor, serious or life threatening and precisely where the accident is located on the hill. Note the name of the run, lift tower, etc.;

## **Injured Athlete – Coach Response Protocol (Cont'd)**

- Stay with the injured athlete until the ski patrol has arrived, has assessed the situation, and assumes care of the injured athlete;
- If the procedure takes a significant amount of time from the session, the team will be instructed to assemble at the predetermined meeting area; i.e., Race Center or Chili Shack;
- One coach shall remain with the injured athlete until such time as the ski patrol has assumed full responsibility for the injured athlete. If they have not already done so, the other coaches will attend to the rest of the team;
- As soon as the injured athlete has been attended to and is secure, the coaching staff shall contact the injured athlete's parents/guardian.

## Global Technical Competencies

The following 9 Technical Competencies are the hallmark of expert skiing and need to be developed from the Entry Level onward.

Age athleticism and time on snow will be key factors in how well and how quickly (young) skiers develop these competencies to a Refined Level.

- (1) Centered, athletic and mobile stance – maintaining alignment through all planes of balance and phases of the turn
- (2) Use of all the joints in the proper sequence
- (3) Active steering of the feet and legs – Shine Pressure
- (4) Establishing lateral balance against the edges to create a mobile platform at the appropriate phase of the turn
- (5) Parallel legs and edges through all planes of balance and phases of the turn
- (6) Separation appropriate to the size and shape of the turn
- (7) Weight on & carving of the outside ski (8) Pressure control & terrain adaptation (9) Proper use of the poles

Common Characteristics of all Ski Turns

### **Every ski turn has its' own Size, Shape and Speed**

Skiers must learn to make the correct technical decisions based on the desired outcome of the size, shape and speed of the turn(s).



## **Alpine Canada Technical Reference**

Athletic Ready Position/Alignment

Center of Mass/Base of Support

Dynamic Movement

Ankle Flexion

Shin Pressure

Parallel Skis

Outside Ski

Platform

Separation

Edge Angle

Pole Action

## **Free Skiing Slalom Drills**

- Drag the poles behind feet to establish centered stance
- Simon Says...coach give arm signals from downhill for 1- 2- 3 skiers to mimic while making slalom turns in the fall line – excellent for counter rotation
- Ski circles around each other while doing short turns in fall line
- Corridor skiing – use low brushes
- Rope loped wrist to wrist to discipline arms w pole plants
- Frame a spot at bottom of hill and keep in frame while doing SR
- Bracaue – side slipping in the fall line w pole plant
- Ski on the clock
- Tip the tops of your skis over at the start of the turn

## **Free Skiing GS Drills**

- Hopping through the arc – Balance
- Thousand Steps
- Step...Step...Arc – Leg independence - Weight on DH ski
- Long Stem – Weight to new ski early
- Stand Tall to the Fall Line – Emphasis Phase II
- Bunji the legs (boots) – Lateral Balance
- Move your mass across the binding toe pieces before fall line
- Clapping Front and Behind
- Grandi Drill – Angulation
- Scholppie Drill – Boot Touch
- Inside hand on the snow – inclination
- Handle Bars w poles – Hands & Arms
- Norwegian Pole Plant

## **Setting Drills 1**

### **Bamboo Corridor – Classic Style**

15 @ red & blue  
10 – 12 m vertical  
3 m offset

### **5 X 5 Corridor or Decision Corridor**

15 @ red & blue (Bamboo or Flex Gates)  
10 – 12 m vertical  
3 – 4 m offset

### **Leaning Corridor (Lean In or Out)**

10 @ red & blue Flex Gates  
10 – 12 m vertical  
3 m offset

### **Hairpin – Flush Drill**

15 – 20 Flex Gates (R & B)  
2 gate hairpin into a 3 gate flush  
6 m vertical in combinations  
11 m vertical between combinations

### **Straddle Slalom**

15 – 20 @ red & blue foams/brushes  
10 – 12 m vertical  
3 m offset

### **Falling Leaf Slalom**

3 Gate Side Hill Combinations  
6 m distance in combinations  
10 m between combinations

### **Mixed Gate Corridor**

10 – 12 Red & Blue  
Mix brushes, stubbies, bamboo, flex  
10 m vertical  
3 – 4 m offset

### **Expand to Tri Slalom**

12 – 15 Flex Gates  
12 m vertical  
2 – 3 m offset

## Setting Drills 2

### Impossible Flush

10 @ Red & Blue Brushes, Stubbies or Flex

2 X 11 m vertical

2 X 10 m vertical

2 X 9 m

2 X 8 m

2 X 6 m

2 X 5 m

2 X 4 m

2 X 3 m

2 X 2 m

### Picket Fence

30 – 50 red & blue gates - set straight line

Constant or variable vertical distances

6m – 8m – 10m

### Random Stubbie & Full Gate Corridor

6 – 8 stubbies

1 full gate

4 stubbies

1 full gate

3 stubbies

4 stubbies

1 full gate

5 stubbies

2 full gates

3 stubbies

1 full gate

repeat the sequence

### Variable Stubbie Corridors

4m – 7m – 5m – 6m – 4m

<b>Category</b>	<b>Slalom</b>	<b>Giant Slalom</b>	<b>Terrain</b>
U10 - 12	8 - 10 Meters VD 2 - 3 Meters Offset Stubbies or Single Pole Open Gates Single Hair Pin - 4 Meters 20 - 25 Gates	12 - 18 Meters 4 - 6 Meters Offset Stubbies or Panelled Gates No Combinations 10 - 15 Gates	Green
U10 - 14	8 - 10 Meters VD 2 - 4 Meters Offset Stubbies or Single Pole Open Gates Introduce Flushes & Delays 25 - 40 Gates	16 - 24 Meters 4 - 8 Meters Offset Panelled Gates Introduce Delays 15 - 20 Gates	Blue
U16	8 - 10(13) Meters VD 3 - 4 Meters Offset Stubbies or Single Pole 27 mm Gates Full FIS Sets 30 - 45 Gates delays	22 - 30 Meters VD 6 - 10 Meters Offset Panelled Gates Delays & Introduce Chicanes 15+ Gates	Blue Black

Use your skis to measure VD & Offset

## **International Competition Rules (ICR) 2014**

All alpine ski competitions are governed by the ICR which are established by the Federation International de Ski (FIS) – these include children and adult events. You can download a complete set of the rules from the FIS website at [www.fis-ski.com/alpine/rules](http://www.fis-ski.com/alpine/rules)

Following are selected rules which as a coach you need to be most aware of:

### **614.2 Competition**

614.2.1 Passage of gates – a gate must be passed according to 661.4.1

614.2.2 Interdiction (prohibit) to Continue after a Gate Fault

If a competitor misses a gate, he must no longer continue through further gates.

614.2.3 Interdiction to Continue after a competitor stops

If a competitor comes to a complete stop (e.g. after a fall), he must no longer continue through previous or further gates. This interdiction is valid in all events with a fixed start interval (DH, SG, GS, Parallel Events). Only exception is for Slalom (art 661.4.1) as long as the competitor: does not interfere with the run of the next competitor or, has not been passed by the next competitor.

### **614.2.4 Loss of one ski**

If a competitor loses a ski without having committed a gate fault or without coming to a complete stop, he may continue, as long as he (1) does not interfere with the run of the next competitor or, (2) has not been passed by the next competitor.

### **615.3 Crossing the Finish Line**

The finish line must be crossed on both skis or, on one ski or, with both feet in case of a fall between the last gate and the finish line. In this case the time is taken when any part of the competitor's body stops the timekeeping system.

### **623 Re-runs**

623.1.1 A competitor who is **obstructed while racing** must stop immediately after the incident takes place and report this to the nearest gate judge. He may apply to any member of the Jury for a re-run. This claim can also be made by the team captain (coach) of the obstructed competitor. The competitor should make his way to the Finish along the side of the course.

623.1.2 In special situations (e.g. in case of a missing gate, failure of the timekeeping system or other technical failures) the Jury may grant a re-run.

623.1.3 When a competitor is waved down by a yellow flag he must stop immediately. He has the right to a re-run, provided that the Jury considers this possible from an organizational point of view. The Jury should ensure that the competitor's re-run takes place before the last competitor on the start list of the race....

### **623.2 Ground for Interference**

623.2.1 Blocking of the course by an official, a spectator, an animal or other obstruction.

623.2.2 Blocking of the course by a fallen competitor who does not clear the course quickly enough.

623.2.3 Objects in the course such as a lost ski pole or the ski of a previous competitor.

623.2.4 Activities of the first aid service which obstruct the competitor.

623.2.5 Absence of a gate knocked down by a previous competitor that has not been promptly replaced.

623.2.6 Other similar incidents beyond the will and control of the competitor, which cause significant loss of speed or a lengthening of the racing line and consequently affect the competitor's time.

623.2.7 Interruption by an official with a Yellow Flag (see 623.1.3)

### **623.3 Validity of Re-run**

623.3.1 ...the Referee or another Jury member...may grant a provisional re-run, to avoid delay for the competitor. This re-run will be valid only if it is subsequently confirmed by the Jury.

623.3.2 If the competitor was already disqualified before the incident entitling him to a re-run, the re-run is not valid

623.3.3 The provisional or subsequently approved run remains valid even if it proves slower than the obstructed one.

### **661.4 Correct Passage**

661.4.1 A gate has been passed correctly when both the competitor's ski tips and both feet have crossed the gate line. If the competitor loses a ski, without committing a fault, e.g. not by straddling a pole, then the tip of the remaining ski and both feet must have crossed the gate line. This rule also applies when a competitor has to climb back up to a gate.

661.4.1.1 The gate line in DH, SG and GS, where a gate consists of two pairs of poles holding gate panels between them, is the shortest imaginary line between the turning pole and the outside pole at snow level.

661.4.1.3 If a competitor removes a pole from its vertical position before both the competitor's ski tips and both feet have passed the gate line, the ski tips and feet must still pass the original gate line (marks in the snow). This is also valid in the case of a missing turning pole (or gate).



## **804/904 Single Pole Slalom/Giant Slalom**

804.2/904.2 A Single Pole Slalom/GS has no outside pole except the first and last gate, delayed gates and in Slalom vertical combinations (hairpins & flushes).

804.3/904.3 Where there is no outside pole, both feet and ski tips must have passed the Slalom turning pole (in GS – the turning pole of the turning gate) on the same side, following the normal race line crossing the imaginary line from turning pole to turning pole. If a competitor loses a ski, without committing a fault, e.g. not by straddling a pole, then the tip of the remaining ski and both feet must meet both requirements. In the Slalom only, if the competitor has not correctly crossed the imaginary line from turning pole to turning pole and does not follow the normal race line, then he has to climb back up and pass around the missed turning pole. Where there is an outside pole (first, last, delayed, hairpin and flush gates) art. 661.41 is valid.