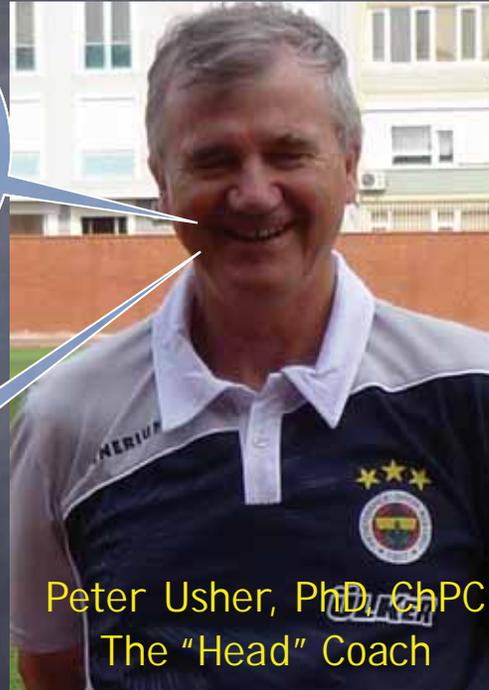


Evidence Based Coaching

SSI Annual Symposium 2013

Every coach has a right to his/her opinion.

But coaches do not have the right to have their facts wrong!



Peter Usher, PhD, ChPC
The "Head" Coach

Purpose

To share with you some thoughts on...

1. Evidence-based coaching
2. Performance analysis
3. Challenging the coaching process
4. Innovative coaching

Content Highlights

- Mandate
- Observation and Analysis
- Establishing Standards
 - Achievement
 - Win Probability
- Performance

Content Highlights

- Performance analysis
- Evidence-based coaching
- 80/20 Principle

Summary Role of Coach

Thoroughly prepare athlete(s) to meet/surpass the

1. Demands (physical & technical)
 2. Challenges (tactical & psychological), and
 3. Achievement & Performance Standards
- ... of modern sport and into the future!



Mandate

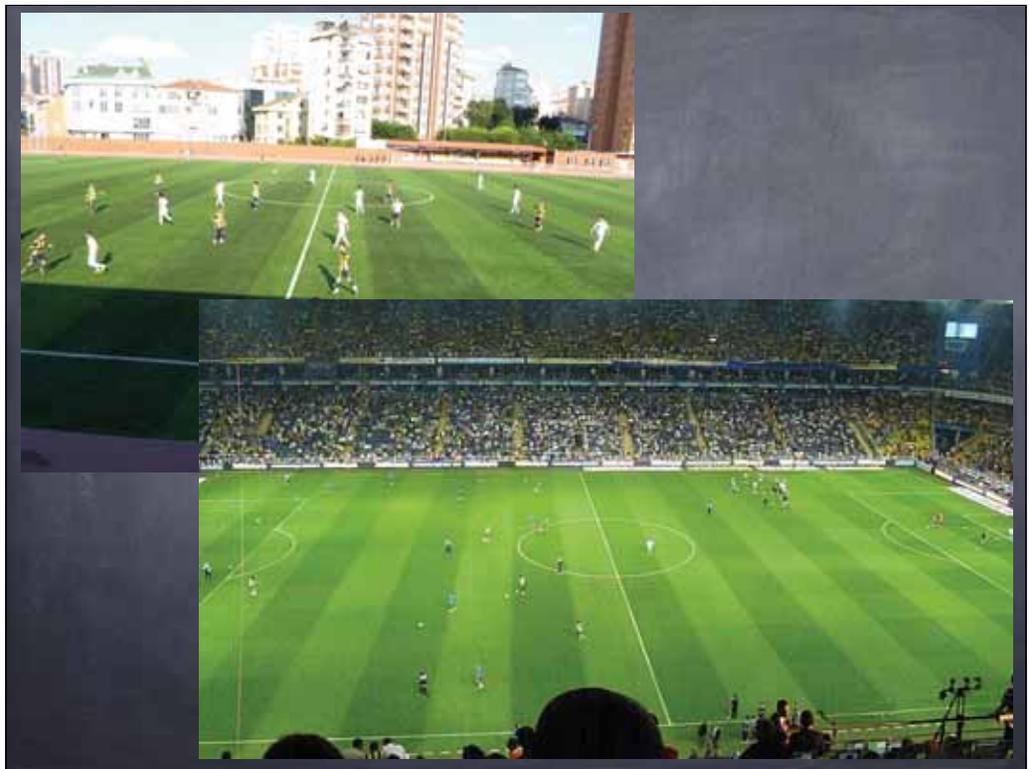


Mandate

The mandate for the Academy contained three major objectives:

Objective #1

- DEVELOP players who will be capable of playing in the 'A' team (professional)



Into the Future

- We prepare these players for the demands the game may present in 10-years from now.
- What are the trends now, and into the future?



Objective #2

• DEVELOP Youth Internationals

Develop Youth Internationals

Beykan Şimşek
3 goals vs Czech Republic



Considerations

- To develop a 13-year old player to become a youth international, what are the performance considerations?
 - Present performance
 - Future needs?

Objective #3

- WIN
 - Academy League Championships
 - Turkish Championships
 - European Club Championships and Tournaments

Win Academy League Championships

- Turkish FF Academy League Champions
- European Nike Cup Champions





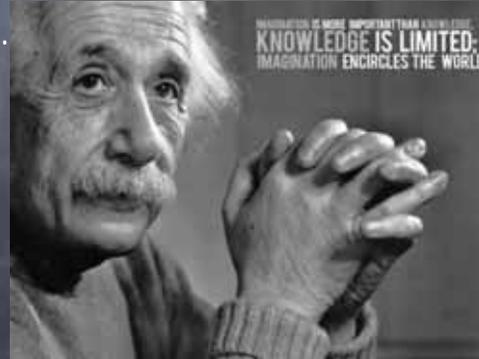
Purposeful Change

To meet the mandate...

CHANGEs in established procedures was required!

You should not expect to get different results if you continue to do the same old things.

Paraphrasing
Albert Einstein



Considerations

- To achieve Objective #3, what are the required Achievement Standards?
- To achieve those Achievement Standards, what are the required Standards of Performance?
- To achieve those Performance Standards, what are the Key Performance Indicators?

Thought Process

To win the league (Achievement Standard)...

- What %age of **available points** must a team gain?
- To accumulate that many points, how many **games must be won**?
- What are the Win Probabilities?
- To win that many matches, what **goal scoring average** do we need?

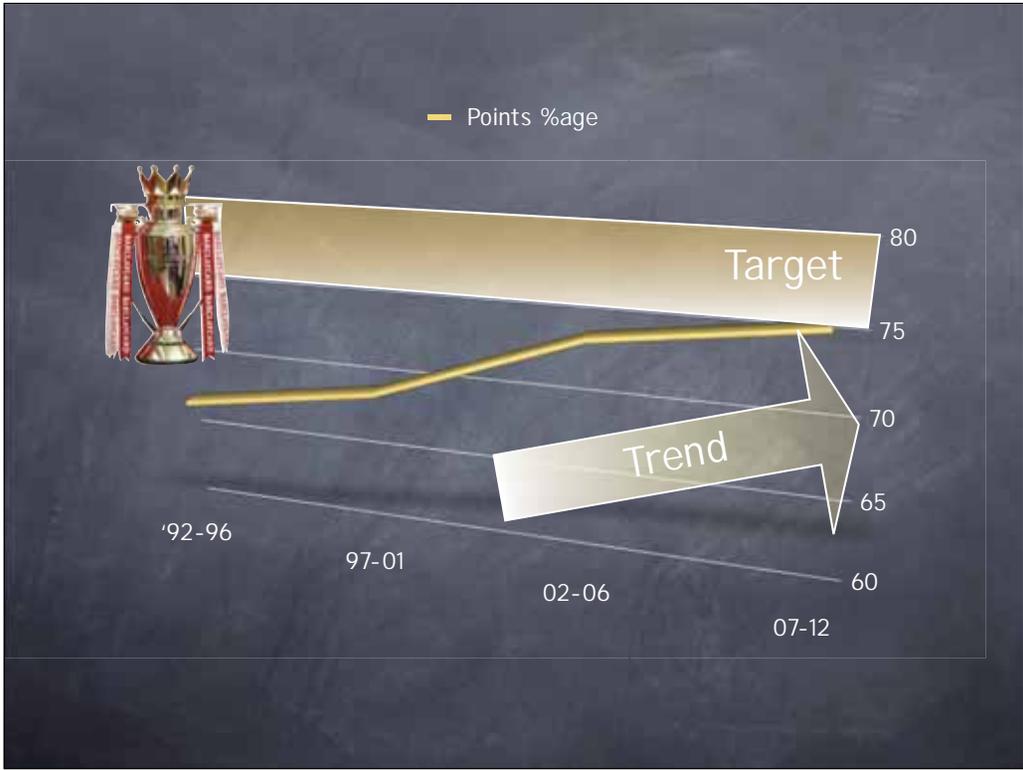
Demands, Challenges & Standards

In your sport..

- What are they now?
- 1-year from now?
- 5-years from now?
- 10-years from now?

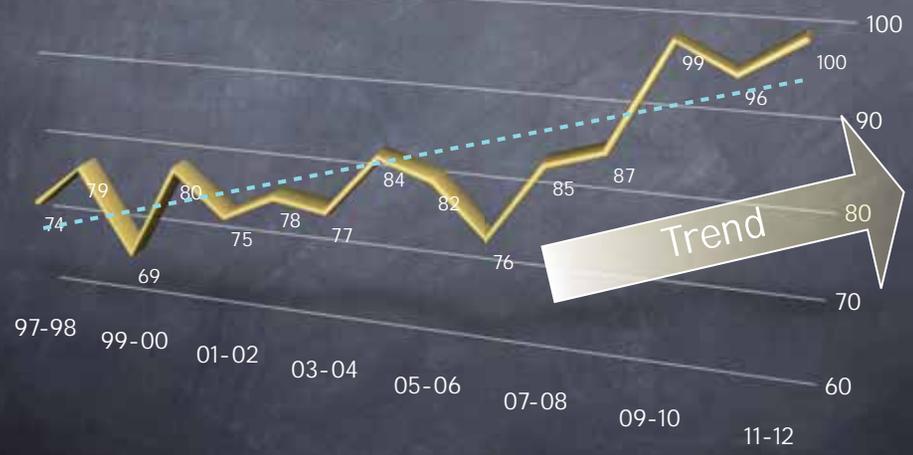


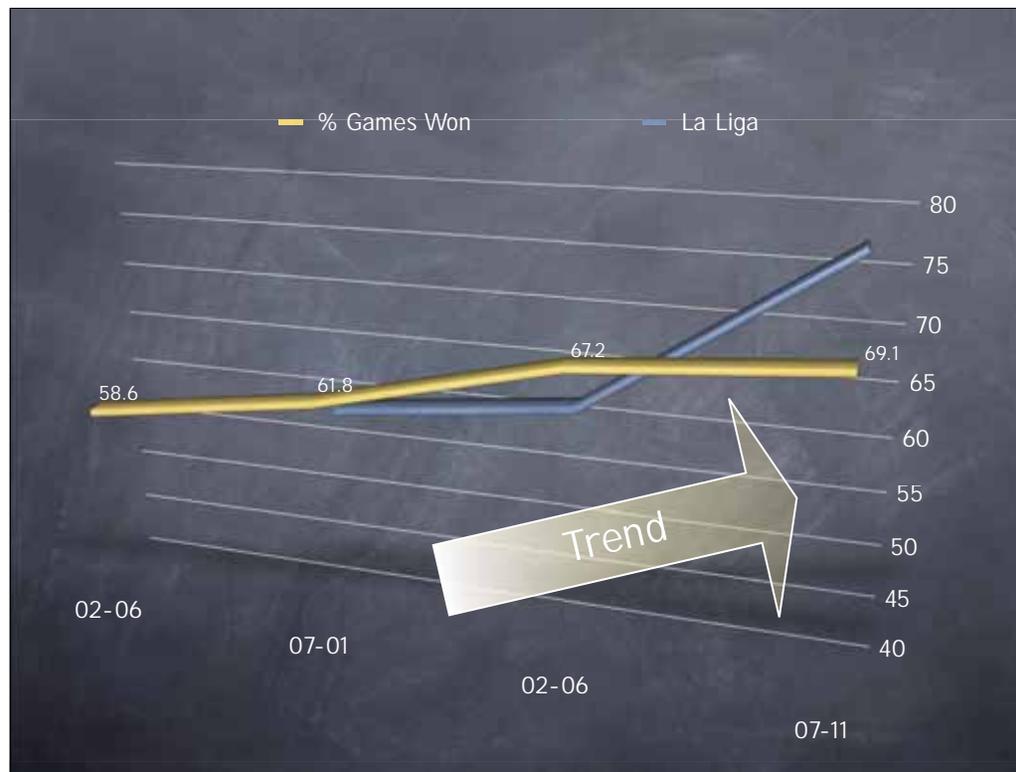
Establishing Achievement Standards

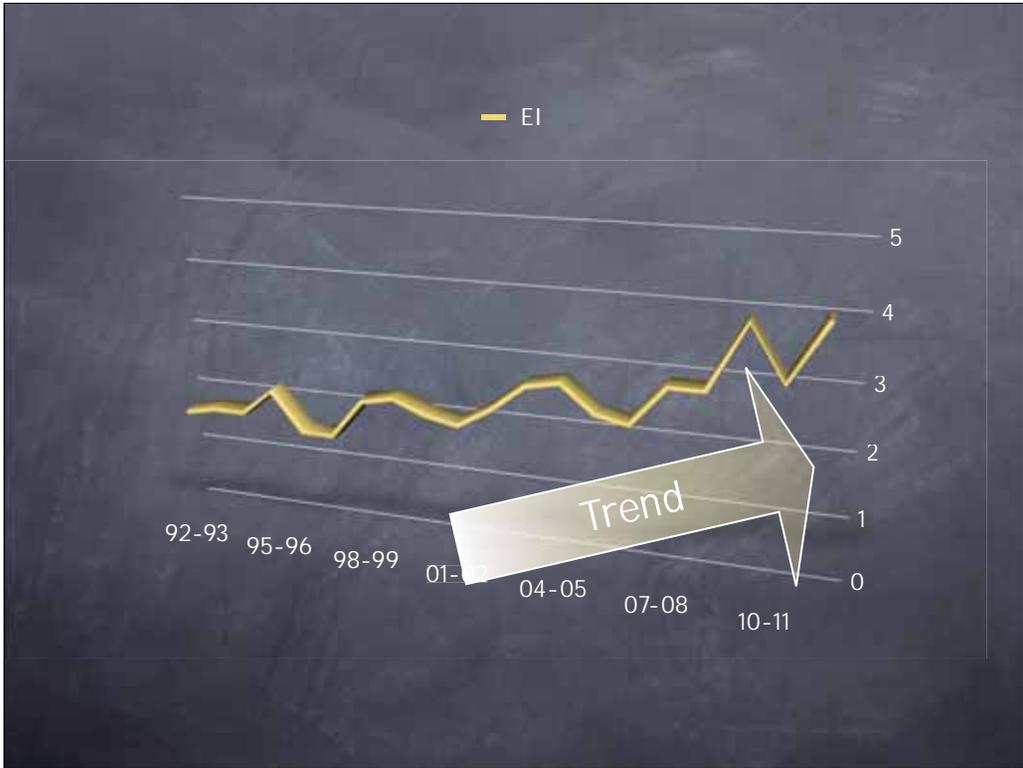


Points Gained by La Liga Champions

— Points Gained Each Season







Win Probability

- Score 1st goal of match
 - 'fast start'
 - Implications
 - Physiological
 - Psychological
- Leading at HT
- Score minimum of 2 goals in 1st Half
- Score 3 goals

Probability of Winning

Situation	Top Clubs	Fener Academy (2011-12)
Score 1st Goal	68.6%	90%
Leading @ HT	77.1%	97%
2 (+) Goals by HT	85.3%	100%

This data has very strong implications for how teams train daily and mentally prepare on match day.

Goals Scored	Probability of Win
1	26.2%
2	63.3%
3	81.3%
4	83.3%
5 (+)	100%

Calculated from 22655 goals in 15824 matches



Starting Point

- This research data (**gathering the evidence**) was the starting point in determining the Achievement Standards to which our teams would aspire
- To achieve those AS what Performance Standards would be required? [Macro]
- To attain the PS, what are the Key Performance Indicators? [Micro]

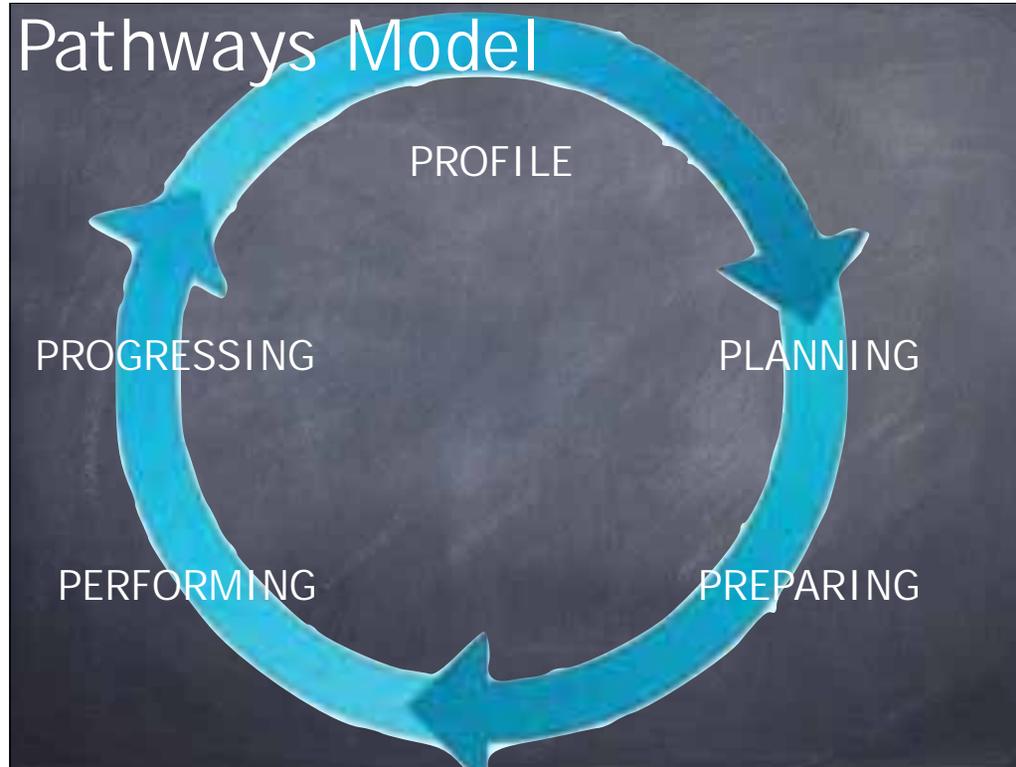
Starting Point

- From Win Probability, scoring an average of 3 goals/match was the primary PS.
- what was required to achieve this standard?

- To score that many goals, what **strike accuracy** is required?
- To maximize our goal scoring, which area of the field provides the best **rate of return when striking for goal**?
- On average, how many **possessions** do we have in that **optimal strike zone** in a match?
- How many **possessions** does our team have **in the Attacking Third (A3)**?
- In which Third does our team **gain** the majority of its **possessions**?
- How **effective** is our team in transferring the ball from D3 and M3 to A3?

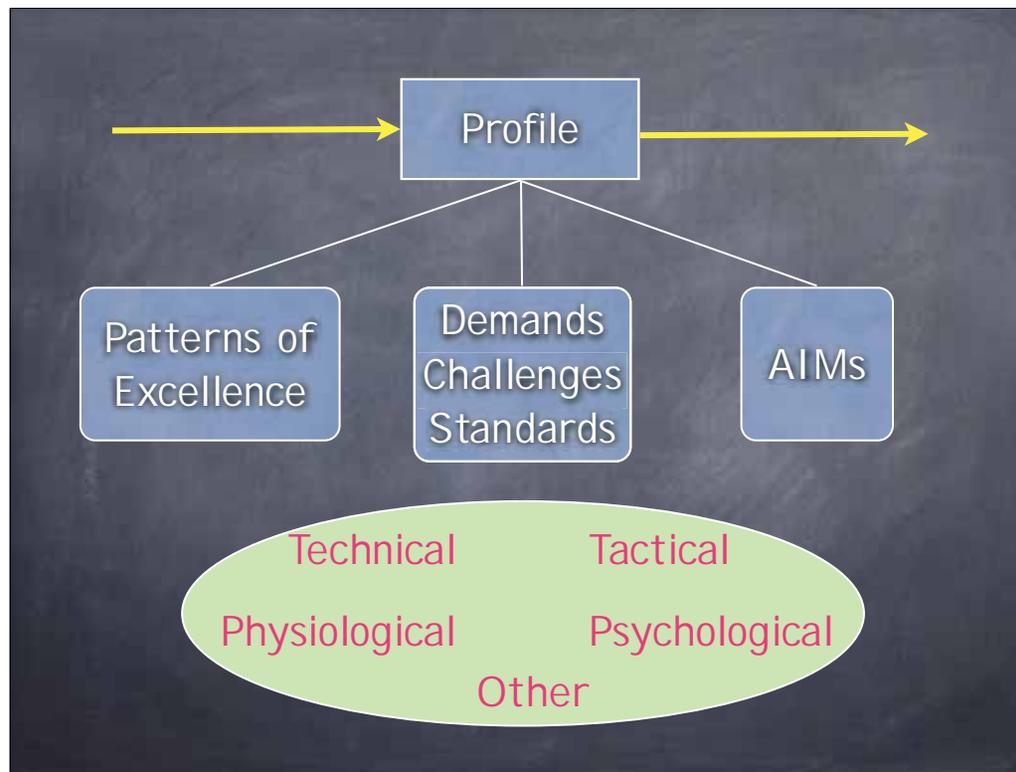


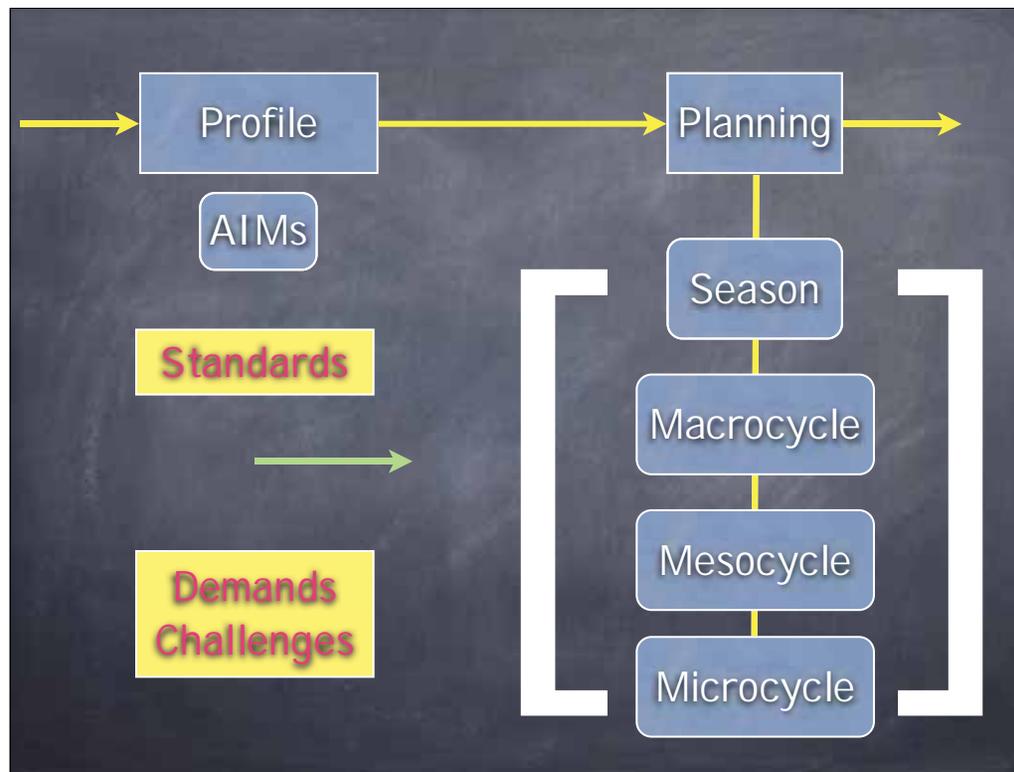
Pathways Model

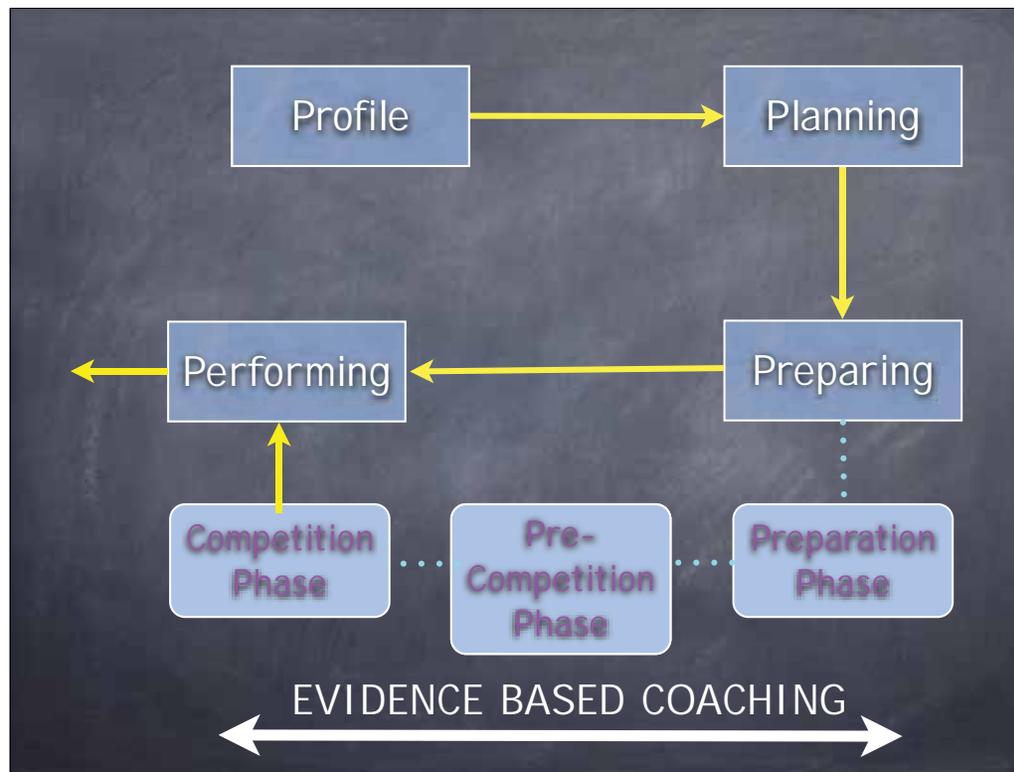


Athlete/Team Profile

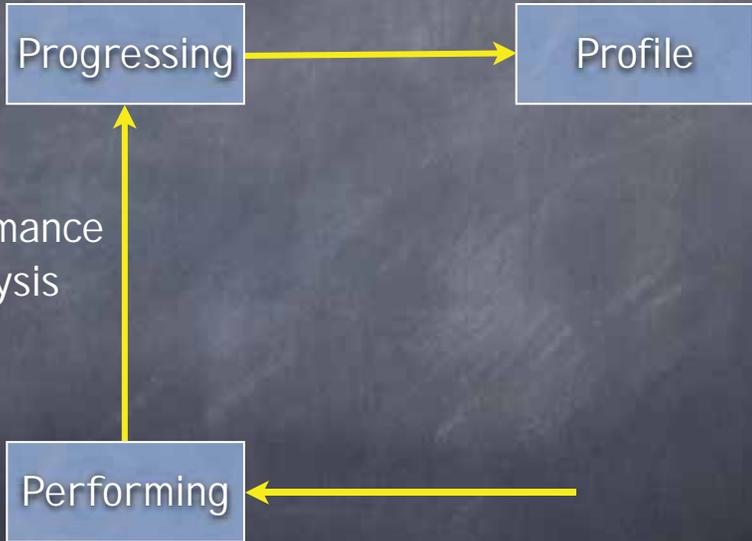
- What are the athletes capable of at this moment?
 - Patterns of Excellence
- For them to be champions, what do they need to add?
 - Areas for Improvement (AIMs)







Learning the Lessons

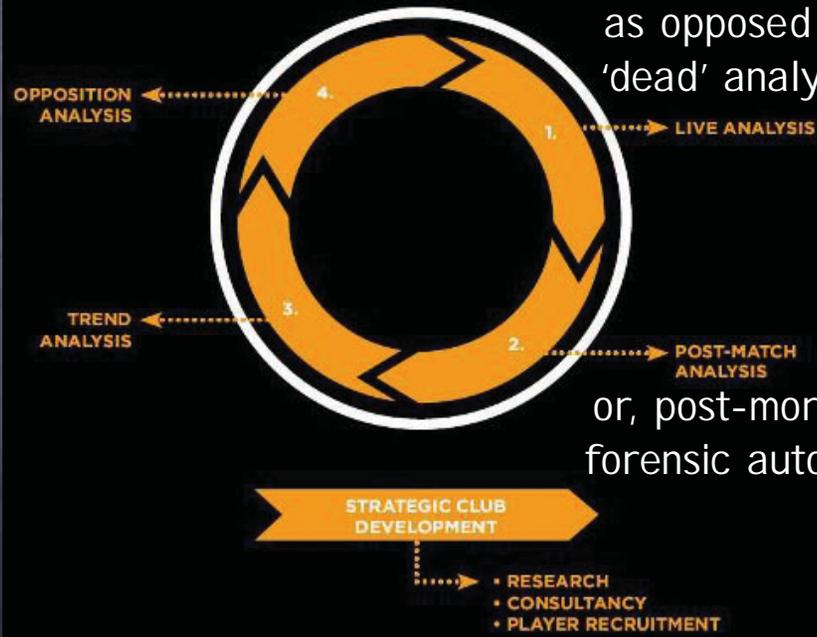


Performance
Analysis



Performance Analysis

1. PERFORMANCE 2. FEEDBACK 3. EVALUATION 4. PREPARATION



as opposed to
'dead' analysis

or, post-mortem
forensic autopsy.

The 'Burning' Question

- What were the top European teams doing when they were scoring 3 or more goals per match? (Video recordings courtesy of FB TV)
- This was the start of our investigation!
- The findings have influenced our coaching program and approach.

The beauty of performance analysis is it allows the coach/observer to collect **OBJECTIVE** data which is the key consideration of evidence-based coaching.

Historically, coaches have primarily relied upon their subjective impressions of both team and player performance.

Coaches tend to remember one or two incidents in a match and then extrapolate those incidents to the whole match performance.

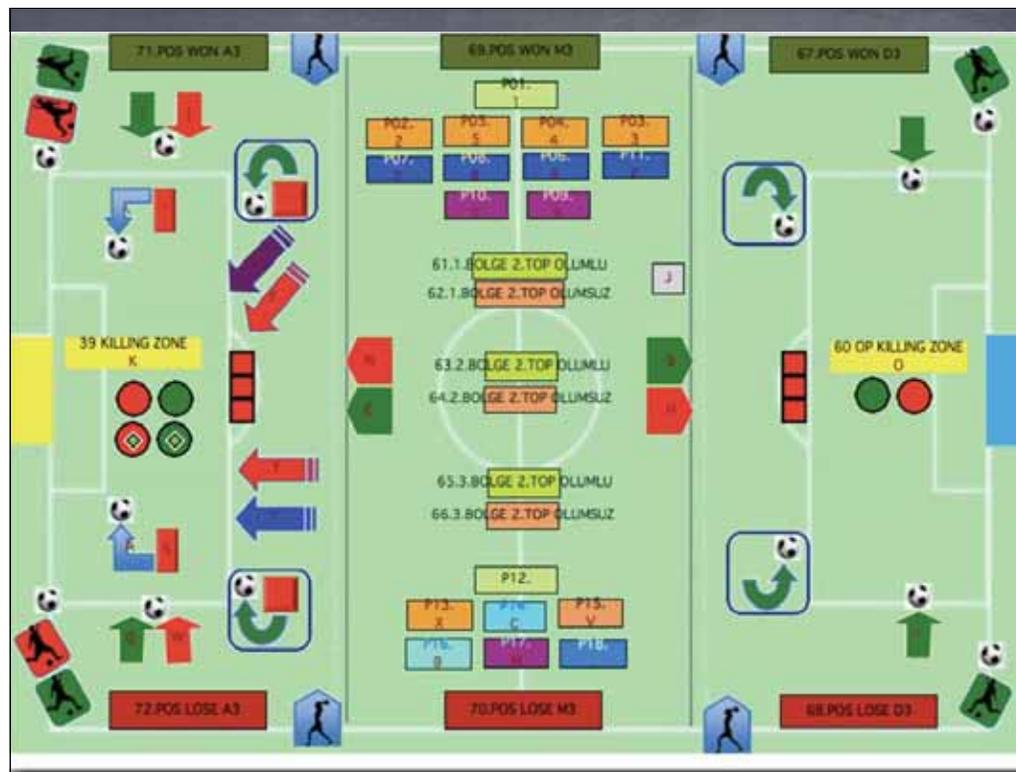
Witness testimony is flawed

Our personal beliefs and biases about players, the team, our philosophy and approach to the game, play a part in our perceptions of what we think happened, true or false.

Objective Data Collection

Whether you use a live TV feed direct into a Mac with SportsCode Gamebreaker software installed, or paper and pencil, you must collect the necessary information from which you can make key coaching decisions.





Analyzing Match Data

All match data is analyzed and compared to **performance standards** which guide the player development program



Performance Feedback

Coaches and players observe video highlights during debrief sessions.

Progress towards achievement standards, performance standards, and key performance indicators are monitored weekly.



Planning the Training Program

The performance analysis component allows us to

- ★ monitor performance
- ★ provide objective information to coaches/players
- ★ identify key areas for immediate and future development
- ★ adjust the training program when necessary





Evidence-Based Coaching

Performance data and its analysis is used to provide a solid structure for evidence-based coaching.

To achieve the performance standards for each team (age group) what is the prerequisite knowledge required by the players? What skills do they need, and to what level?

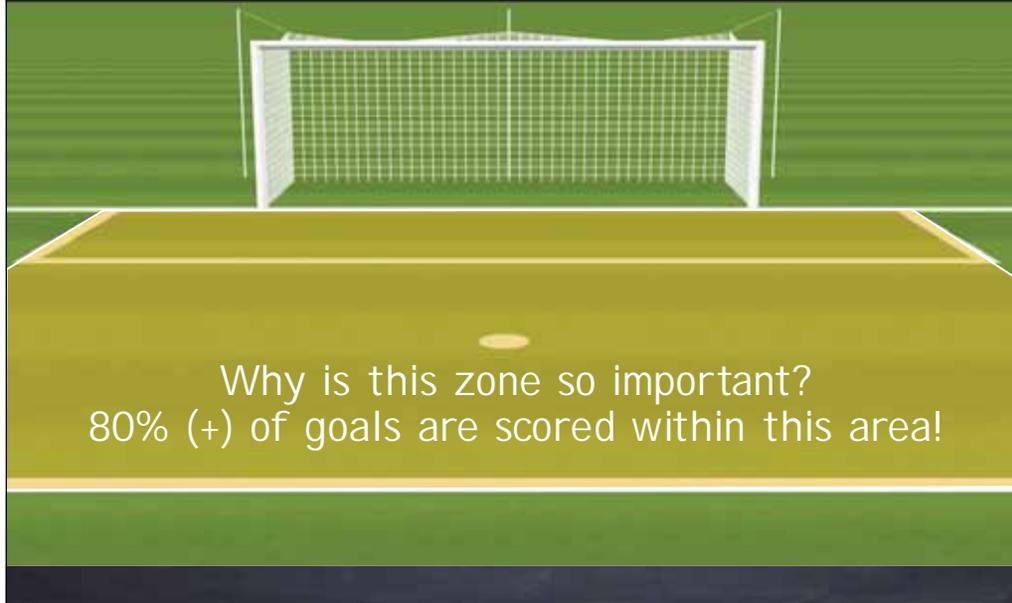
To develop a player's abilities, skills, knowledge and understanding, what are the **optimal training activities?**

Are the coaching activities designed to develop players who can successfully meet the demands and challenges of the modern game?

For example:

- ★ Can our players effectively deliver the ball into the GOLD Zone 10x in a match? (next slide)
- ★ In which area of the field are the majority of our team's goals being scored?
- ★ In which area of the field are the majority of their strike attempts?
- ★ How many possession entries does our team have in the A3 and GZ?

GOLD Zone



Why is this zone so important?
80% (+) of goals are scored within this area!

Those are just a few of the questions we needed to explore regarding our teams' performances.

By asking those questions we are able to focus upon key performance details.

Questions to coaches:

What performance evidence do you have?

Is your coaching aligned to that evidence?



Something To
Think About



Innovative Coaching



Innovation in coaching

Twice-weekly coach education sessions



Innovative coaches...

Look ahead to what could be and then design appropriate training and player development programs.

They avail themselves to all the latest knowledge and ways to apply that knowledge.

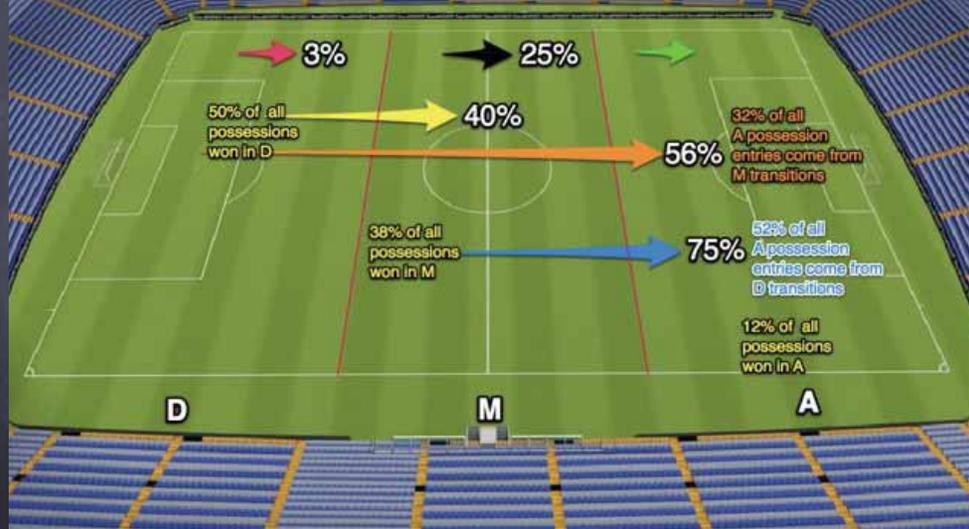
Result = improved coaching and improved performances



Performance Standards and Key Performance Indicators (KPIs) provide players and coaches with specific performance expectations. They are observable behaviours and actions which explain how the game is to be played, and the performance required for high-performance football.

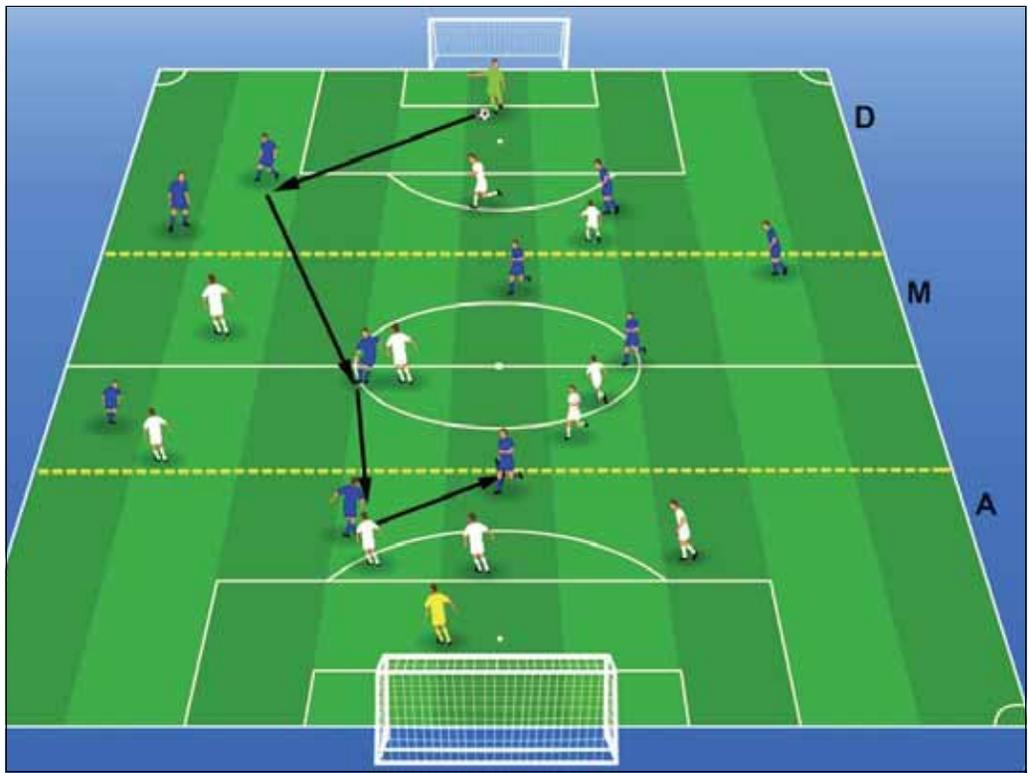
They tell the team what a good performance looks like!

PERFORMANCE STANDARDS OF MAXIMAL POSSESSIONS LOST WHEN A; MAINTAINING THE BALL IN A THIRD & B; TRANSFERING THE BALL INTO ANOTHER THIRD OF THE FIELD OF PLAY



Performance standards (and KPIs) communicate expectations and determine whether performance is acceptable. Performance standards and KPIs are the focus of Evidence-Based Coaching.

The frames at each end of the field are the goals of the game. Performance standards and KPIs are the goals of coaching.



Set Clear Standards

- The first prerequisite for exemplary coaching is to set clear standards.
- To be successful in encouraging others towards achievement, it is crucial that everyone cherish a common set of standards.
 - (The word standard(s) is chosen to mean goals as well as values and principles.)
 - It's certainly not very encouraging to be in the dark about what we're expected to achieve, or never know where we stand relative to what's important.

- Only when the coaches & players know the standards can the sights be set for success.
- Exemplary coaches establish a benchmark for achievement
 - by clearly defining the values and principles for which we're held accountable
 - and by linking performance to those standards.

- Exemplary coaches utilize effective and efficient coaching activities
- 80/20 Principle

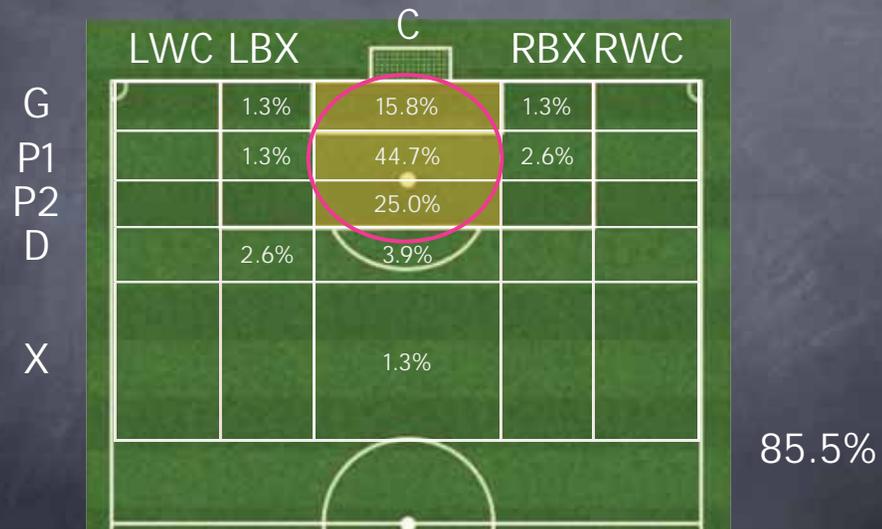


80/20 Principle

80/20 Principle

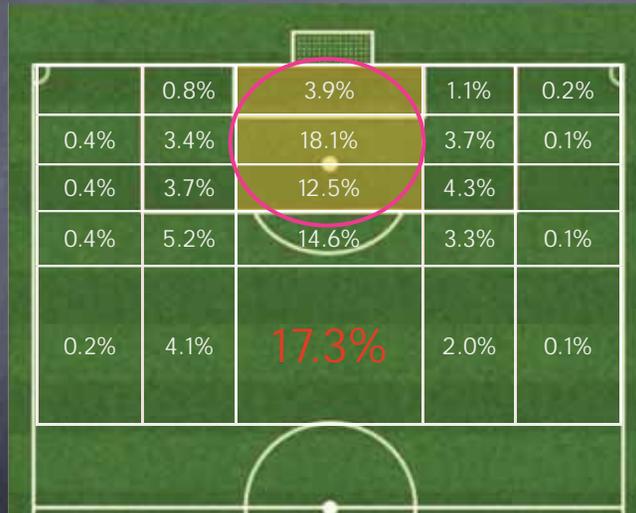
- Do you spend 80% of your time coaching the 20% which provides results?
- Do you spend 20% of your time coaching the 80% which provided results? Or,
- Do you spend 80% of your coaching time on the factors which give 80% of the results?

Location of goal strikes @ EURO 2012



Distribution of Strike Locations

Strike Attempts = 830



34.5%

Strike attempts = O-T, Wide, Blocked/deflected

Rates of Return



85.5% of the goals resulted from 34.5% of attempted strikes

14.5% of the goals resulted from the 65.5% of strikes attempted outside GZ

COACHING IMPLICATIONS?

We place great emphasis on the time and resources which provides us with the greatest return on our investment.

80% of our training time is geared towards delivering the ball effectively into the GZ for each possession gained in the match.

Delivery Zones









Summary

Summary

- Detailed performance analysis provides us with detailed performance evidence
- The evidence allows us to establish detailed and accurate profiles
- The profiles determine the coaching needs
- Coaching program is designed to meet the specific needs of players/team.