



COACH TRAINING FOR WOMEN, BY WOMEN

# WE ARE COACHES

## PROGRAM OVERVIEW





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Hockey Canada created We Are Coaches to get more women involved behind the bench, and to provide mentors and role models for young participants.

# THE GOALS OF WE ARE COACHES ARE TO:



**SUPPORT AND SUSTAIN** the participation of girls and women in hockey in Canada.



**DEVELOP ROLE MODELS** and leaders within the women's hockey community.



**REMOVE BARRIERS** to coaching education for women.



**ASSIST** participants in securing and sustaining coaching positions.

This document will provide the guidance, support and mentorship needed to ensure the first season as a coach is a successful one! Hockey Canada recognizes the advantages that exist to having women in coaching and leadership positions, and the importance of young players seeing women behind the bench. Women in leadership positions have strong communication, team-building and multi-tasking skills, as well as high emotional intelligence. They also demonstrate that sport is a safe and acceptable activity for girls.

**NOTE: If you need assistance in connecting with your local hockey association, please reach out directly to your coach developer (see page 3).**

If you have completed a We Are Coaches clinic and have not been assigned to a team, please reach out directly to your local hockey association (LHA) or **[CLICK HERE](#)** to find an LHA in your area. Once you connect with the LHA, plan a meeting with its coach coordinator to review this guide and discuss your own purpose for beginning your coaching journey.



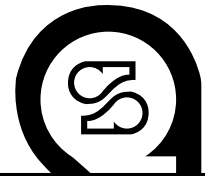
# CONGRATULATIONS ON YOUR COMPLETION OF A WE ARE COACHES CLINIC.

Hockey Canada wants to ensure your first coaching experience is positive and engaging, while recognizing the connection between women coaches and the number of girls who not only choose to try hockey, but continue playing. The following recommendations will help navigate your first experience as a coach while providing considerations and suggestions to enhance the experience of girls in hockey.

Although these recommendations were primarily created to support first-time coaches, more experienced coaches may also find them helpful. Coaches of all experience levels can review the resources within this document and reach out to their coach developer for additional support. Feel free to use the checklist below as a guide throughout the season.

## Pre-Season

- ✔ Discuss with the head coach what your role will be throughout the season (e.g. manage the defence, provide feedback, warm up the goalies in practice, run a skill station.) (see Appendix 3)
- ✔ Plan a meeting with your full coaching staff to identify goals, expectations and priorities for the team and individuals. Identify short-term and long-term benchmarks for the season. (see Appendix 4)
- ✔ Lead a team-building activity to get to know each other and set the tone for a fun and positive season.
- ✔ Following the team-building activity, lead your team through its own goal-setting session. Allow the players to identify their personal goals for the season as well as the overall goals for the team. This will allow the coaching staff to gain a better understanding of what the players are hoping to achieve. Define achievement as personal mastery, rather than by comparison to others.
- ✔ Complete individual skill testing for each player, focusing on individual improvement. For more information, [CLICK HERE](#).
- ✔ If you are coaching girls, complete the Keeping Girls in Sport online module and encourage your coaching staff and parents to do the same. Keeping Girls in Sport is an online resource that helps coaches to create safe and respectful sport environments. [Register HERE](#) for the online module (and receive two NCCP Certification Maintenance points upon completion).



## Mentorship Resources

Regardless of the level, coach mentorship is a great way to gain knowledge, receive advice and feel supported. The Coaching Association of Canada and Canadian Women & Sport have developed a Mentorship Guide for Advancing Women in Coaching. The series includes a guide for the mentee, the mentor and the sport administrator. All three can be downloaded [HERE](#).

In addition, the coach developer who led the We Are Coaches clinic is committed to supporting all clinic participants throughout their first year as a coach. Please feel free to reach out to the coach developer at any time throughout the season with any questions or concerns you may have.

Coach Developer Name:

Coach Developer Phone:

Coach Developer Email:

Alternatively, [CLICK HERE](#) to access coach developer contact information.





## Pre-Season

(Continued)

By 14, girls are dropping out of sport at twice the rate of boys. Not having fun is a top-four reason that girls leave sport, while the top three factors that make sport fun for girls are positive team dynamics, trying hard and positive coaching. Positive team dynamics are about girls feeling a sense of acceptance and belonging, which results in trying hard and performing well. Girls state that positive coaching is achieved when the players are treated with respect, the team is encouraged and coaches joke around and participate in practice activities. (Keeping Girls in Sport, 2018).

Discuss this research with your coaching staff. What can you do to recruit or keep more girls playing hockey? Share the following recommendations with your coaching staff, regardless of the gender of the players that you are coaching:

- Use phrases like player-to-player or individual-to-individual, instead of man-to-man.
- Refrain from “you play/skate/shoot like a girl” as a derogatory remark, suggesting girls and women have

inferior skills. The successes of female athletes and coaches have inspired many Canadians to perform to their highest ability.

- Focus on athletes’ athletic competence and accomplishments. Use unbiased adjectives and adverbs to describe girls and women (athletic, skilled, powerful, focused, committed) rather than using descriptors that emphasize their femininity, sexuality or other stereotypical labels (tomboy, pretty, nice).
- Refrain from using men’s sports as a yardstick to measure the success or skill of girls and women. Value women’s sports for their exciting and competitive nature, and highlight the successes of Canada’s national women’s teams.
- Make an effort to profile different members of Canada’s National Women’s Team throughout the season, focusing on their skills, achievements and contributions.





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### Throughout the Season

- ☞ Close personal relationships with teammates are often a key reason that girls come to practice. Provide structured social time before, during or after practices through ice-breakers, fun games or discussions so players can connect and share their experiences.
  - ☞ Lead an off-ice warm-up prior to each practice and game. Hockey Canada recommends utilizing the off-ice training and Joga resources found on the **Hockey Canada Network**.
  - ☞ Encourage players to participate in other sports throughout the season.
- ☞ Keep a journal throughout the season and complete monthly reflections.
    - What went well this month?
    - What makes you happy when you are coaching?
    - What do you need to be successful in your role?
    - What are your concerns?
    - What are your goals for the rest of the season?
    - What support do you need?
    - What professional development opportunities do you want/need?
- ☞ Meet with your head coach and LHA coach coordinator to discuss the previous month and share your journal reflections. Request regular and constructive feedback to continuously improve.
  - ☞ Strive to connect with your coach developer or mentor coach monthly, in person or by phone. Keep a list of items to discuss throughout the month or share your journal reflections with them. At the end of the meeting, be sure to schedule the next meeting.
  - ☞ Invite a local female leader in your community to speak to your team. Speaker options are not limited to hockey players or coaches, but can include a local business leader, a strong community volunteer, an athlete from a different sport, etc.
  - ☞ Host a 'Bring a Friend/Try Hockey' event. Encourage your players to introduce one of their friends to hockey. **The Esso Fun Day program** provides funding to local hockey associations to offer an opportunity for girls to try hockey for free.
  - ☞ Video yourself during a game and a practice, then watch the video and use it as a self-evaluation tool. This is another great exercise to complete with your mentor.
  - ☞ Complete a development survey midway through the season. Survey your players on their experience and gain an understanding of what they are enjoying and what they want to do more of. This will allow the coaching staff to adapt their coaching style or priorities to better suit the wants and needs of the team. (see Appendix 5)
  - ☞ Invite young women, especially current or former players, to think about coaching. Work with an older team in your LHA or your local university team to take turns volunteering during practices, providing your players with incredible role models and a vision of future playing opportunities.





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### Post-Season

- ✔ Host a debrief meeting with your coaching staff. Discuss what worked, what did not work, their observations of you as a leader, etc. Review the goals that you identified in the goal-setting exercise at the beginning of the season.
- ✔ Determine your next steps. Would you like to join a new team? Would you like additional responsibilities with the same coaching staff? Discuss your goals for next season with your LHA coach coordinator and head coach.
- ✔ Embrace continuous improvement and invest in your development. Identify a coaching clinic or training that you can complete during the off-season. The Coaching Association of Canada has great resources in its [Lifelong Learning](#) section.





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# FOR THE LOCAL HOCKEY ASSOCIATION

To ensure We Are Coaches participants have the support and resources they need, Hockey Canada wants local hockey associations to actively engage with the coaches throughout the season.

- ✔ Connect with your Member champion (see Appendix 1) to confirm your participation in the We Are Coaches program.
- ✔ The Member champion can provide additional support throughout the season.
- ✔ Assign your We Are Coaches participant to a team with a head coach who is committed to growing the number of women in active coaching positions.
- ✔ Host a pre-season meeting with the head coach to review this guide.
- ✔ Host a monthly check-in with the head coach and We Are Coaches participant throughout the season to ensure both have the support and resources they need.
- ✔ Complete and submit the end-of-season report to your Member champion to provide the head coach with three NCCP Certification Maintenance points for their mentorship. (see Appendix 2)

# FOR THE HEAD COACH

As the head coach of a We Are Coaches participant, you play a critical role in ensuring she has a positive and engaging first coaching experience. Studies show three key reasons women choose to coach are the three Cs: care, competence and choice. Based on the three Cs, it is critical that coaches:

- ✔ **Care:** Feel known, needed and valued.
- ✔ **Competence:** Develop skills and abilities, and experience a culture of growth.
- ✔ **Choice:** Are provided with autonomy and support.

This guide was created to support these key components and provide a successful coaching environment. Please review prior to the start of the season to ensure you have a thorough understanding of the expectations and recommendations of the We Are Coaches program.















Should you have any questions, please reach out to your LHA coach coordinator who will connect with your Member champion. In recognition of your time and commitment, you will receive three NCCP Certification Maintenance points upon submission of the end-of-season report. (see Appendix 2)





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# APPENDIX 1 (MEMBER CHAMPION CONTACT SHEET)

Member	Member Champion	Contact Information
 B.C. Hockey	Dave Cunning Sean Raphael	<a href="mailto:dcunning@bchockey.net">dcunning@bchockey.net</a> <a href="mailto:sraphael@bchockey.net">sraphael@bchockey.net</a>
 Hockey Alberta	Kendall Newell	<a href="mailto:knewell@hockeyalberta.ca">knewell@hockeyalberta.ca</a>
 Saskatchewan Hockey Association	Blaine Stork	<a href="mailto:blaines@sha.sk.ca">blaines@sha.sk.ca</a>
 Hockey Manitoba	Erikson Solnes	<a href="mailto:esolnes@hockeymanitoba.ca">esolnes@hockeymanitoba.ca</a>
 Ontario Women's Hockey Association	Pat Nicholls	<a href="mailto:pat@owha.on.ca">pat@owha.on.ca</a>
 Ontario Hockey Federation	Jeff Stewart	<a href="mailto:jstewart@ohf.on.ca">jstewart@ohf.on.ca</a>
 Hockey Eastern Ontario	Jeff Robert	<a href="mailto:jrobert@hockeysteamontario.ca">jrobert@hockeysteamontario.ca</a>
 Hockey Northwestern Ontario	Jim Fetter	<a href="mailto:jfetter@hockeyhno.com">jfetter@hockeyhno.com</a>
 Hockey Quebec	Jean-François Leblond	<a href="mailto:jleblond@hockey.qc.ca">jleblond@hockey.qc.ca</a>
 Hockey New Brunswick	Matt Vautour	<a href="mailto:mvaoutour@hnb.ca">mvaoutour@hnb.ca</a>
 Hockey Nova Scotia	Brad Taylor	<a href="mailto:btaylor@hockeynovascotia.ca">btaylor@hockeynovascotia.ca</a>
 Hockey Prince Edward Island	Connor Cameron	<a href="mailto:connor@hockeypei.com">connor@hockeypei.com</a>
 Hockey Newfoundland & Labrador	Denise Fagan	<a href="mailto:dfagan2010@hotmail.com">dfagan2010@hotmail.com</a>
 Hockey North	Deb Strome	<a href="mailto:td@hockeynorth.ca">td@hockeynorth.ca</a>





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# APPENDIX 2 (END-OF-SEASON REPORT)

If you qualify for and wish to apply for three NCCP Certification Maintenance points for your mentorship role through Hockey Canada and the National Coaching Certification Program, please:

- ☑ Fill in the Head Coach & Team Information portion of this form.
- ☑ Have your LHA coach coordinator complete the Task portion of this form.
- ☑ Submit this completed form and required attachments to your Member champion (see Appendix 1).

We Are Coaches Participant Name:

Head Coach Name:

**Head Coach & Team Information:**

NCCP Number:

Province/Territory:

Phone:

Team Name:

Email:

Age Division:

City:

Division Level:

TASK	DATE COMPLETED	SIGNATURE (COACH COORDINATOR)
Pre-season meeting with staff to review We Are Coaches guide		
Monthly check-in 1:		
Monthly check-in 2:		
Monthly check-in 3:		
Monthly check-in 4:		
Monthly check-in 5:		
Monthly check-in 6:		

**Submit the following as attachments:**

- ☑ Clearly-defined roles and responsibilities of your We Are Coaches participant.
- ☑ Goal-setting document from your We Are Coaches participant.
- ☑ Post-season debrief meeting summary.

Head Coach Name (please print):

Signature:

Date:



## APPENDIX 3 (SAMPLE ROLES & RESPONSIBILITIES)

- ☞ Assist with player evaluation and player selection process.
- ☞ Assist with planning, organizing and conducting practices.  
**Example:** lead goalies through warm-up, run at least one skills station/drill
- ☞ Assist with pre-game preparation.  
**Example:** lead forwards or defence through game tactics
- ☞ Assist with the operation of the team during games.  
**Example:** responsible for forwards or defence throughout the game
- ☞ Lead team-building opportunities for players to connect.  
**Example:** ice-breakers, guest speakers, bring-a-friend sessions
- ☞ Submit a year-end report to the head coach summarizing learnings and key outcomes.
- ☞ Report to the head coach.



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**APPENDIX 4**  
**(GOAL-SETTING GUIDE)**

1. Coaching aspirations – start with your long-term vision as a coach. Where do you see yourself in 10 years? What are your big, hairy, audacious goals (BHAG)? Write based on the idea that anything is possible.
  
2. Based on your 10-year vision, write 3-5 long-term (five-year) goals to achieve to reach your vision.
  
3. Based on your long-term goals, write what you need to achieve in the next year to reach your vision.
  
4. List three coaching skill areas you consider strengths.
  
5. List three coaching skill areas you wish to improve.

Signed:

Date:



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# APPENDIX 5 (SAMPLE DEVELOPMENT SURVEY)

These are questions that can be asked midway through the season. Select those most applicable to your team.

1. What has been the highlight of your season so far?
2. What is your favourite part about the team?
3. What is your favourite part of practice?
4. What do you wish we did more of at practice?
5. What is your favourite part of games?
6. What was your favourite game this season? Why?
7. What skill do you want to improve during the second half of the season?
8. What are your individual goals for the second half of the season?
9. What motivates you to try harder?
10. What off-ice activities should we do as a team?
11. Where should our end-of-season party be?

#### References:

Johnstone, L., & Millar, S. (2012). Actively Engaging Women & Girls – Addressing the Psycho-Social Factors. A Supplement to Canadian Sport for Life. Canadian Women & Sport.

Kerr, G., & Marshall, D. (2007). Shifting the Culture: Implications for Female Coaches. Coaching Association of Canada, 7(4).

Kidd, B. (2013). Where are the female coaches? Canadian Journal for Women in Coaching, 13(1).