



BC SOCCER

2009 – 2010

***BRITISH COLUMBIA SOCCER ASSOCIATION
COACHING CLINIC INFORMATION PACKAGE***

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COACHING CLINIC INFORMATION PACKAGE

Send completed Coaching Clinic Request Form by the deadline listed on the Request Form to:

BC Soccer Head Office
Attention: Susan Lenio - Member Programs & Events Coordinator
Suite 510 - 375 Water Street
Vancouver - BC - V6B 5C6

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Foreword

Dear Coaching Clinic Host,

On behalf of the British Columbia Soccer Association, I would like to thank you all for your on-going efforts to support the development of coaching and coaches within your clubs, districts, development centers, and regions. You are an integral part of the Coaching Certification Program in this province.

This information package provides an overview of the CSA / BC Soccer Coaching Certification Program and outlines the guidelines, requirements, and process for all partners to host a Community Level BC Soccer Coaching Clinic.

An essential component of this package is the Coaching Clinic Annual Calendar and Clinic Request Form / Process. To remind you, the Annual Calendar and Clinic Request Process has been initiated to further improve the efficiency in delivery of a responsible and quality Coaching Certification Program.

This universal calendar provides an opportunity to address the unique needs for the various Districts, Clubs, and District Development Centers. This process ensures that the necessary, amount, and type of coaching certification clinics will be available for all coaches.

Ultimately our goal is to promote continued growth for all coaches in every region of British Columbia. In order to achieve this goal we must ensure all partners are working in collective harmony.

Again, many thanks to you all and we, as an association, look forward to continuing our working relationships and implementing a shared vision which supports the development of our game in British Columbia.

Sincerely,



Jason Elligott
Director of Community Development
British Columbia Soccer Association

BC Soccer / CSA Coaching Clinics

Introduction to Coaching Certification and Education

The British Columbia Soccer Association's Coach Education Program exists to support and foster the development and education of coaches from the grassroots to elite levels of play throughout British Columbia. The series of clinics within the program will not focus on teaching coaches how to play the game, so much as preparing coaches to impart their knowledge more efficiently and effectively to the players that they work with on a daily basis.

The goal of the British Columbia Soccer Association is to provide coaches across British Columbia with the tools necessary to help build the future of soccer in British Columbia and to help coaches become the leading force for positive change in the lives of the athletes they work with.

Regardless of the personal aim and goals of a coach, the primary goal of coaching is to facilitate a learning environment that is fun, challenging, educational, and that develops a love for the game that enables the sport to retain as many players as possible. Unlike other areas of coaching, which may be predominantly physical or entirely mental, the coach also has the potential to profoundly affect an athlete's cognitive awareness, psychomotor abilities, emotional awareness, health and wellness, as well as social and teamwork skills.

If coaches strive to be successful in providing the best experience possible to the athlete, they will need more than excellent technical ability, or experience and a desire to teach; although these are both indispensable. Being a successful soccer coach is as much about a personal desire towards continuing their own education as it is about what they have to offer the players they work with.

Just because a coach has excellent technical skill or a wealth of playing experience, does not necessarily mean that they can convey their knowledge to a willing athlete in an effective manner. Consequently, if a coach wishes to become truly successful at what they do, it is important that they acquire the skills required of a successful teacher and leader.

The BC Soccer Coach Education Program needs to be a shared and cooperative program with a proactive vision for the betterment of the game. Ultimately, OUR success will be measured by the growth of the game, at all levels, in British Columbia.

Coach Certificate Program Outline / Clinic Overview

As the governing body for soccer in Canada the Canadian Soccer Association, in conjunction with the British Columbia Soccer Association, is responsible for training coaches from grassroots to national team level. With the increasing number of players registering with clubs across the country this represents a considerable challenge. In order to meet this challenge a three tiered certification program has been developed in conjunction with our provincial/territorial partners that we feel will meet the needs of both developing coaches and the sport itself. In ascending order, the tiers or levels through which a coach can advance are:

- A License** – Administered by the Canadian Soccer Association
- B License – Part 2** – Administered by the Canadian Soccer Association
- B License – Part 1** – Administered by the British Columbia Soccer Association
- Community Coach Certificate** – Administered by the British Columbia Soccer Association

The Community Coach Certificate, as the name suggests, is aimed at the coaches working with children, youth players and senior players involved in recreational and competitive community club soccer. In the flow chart below one can see that the Community Coach Certificate essentially consists of three parts; Children, Youth and Senior. Coaches wishing to gain certification would do so in the following manner.

Community Coach Certification:

Completion of Children's, Youth and Senior courses totaling 50 units

Community Coach-Children (CCC):

Completion of the Children's course totaling 10 units (6-10 age group)

The Community Coach Children course is tailored to coaches working with players in the 6 to 10 year old range. The contents of this course are based around the FUNdamentals of mini-soccer and touch on the following areas: stages of development, basic practice planning, the role of the coach, ethics, safety and liability, review of mini-soccer rules, basic skill development and ample amounts of sample practice sessions. This course meets the NCCP standards for the soccer technical and practical components.

| | | |
|---------------------------------|-------------------------------------|------------------------------------|
| CCC - Pre-requisite: N/A | CCC - Course Length: 8 hours | CCC - Minimum Age: 16 years |
|---------------------------------|-------------------------------------|------------------------------------|

Community Coach Youth (CCY):

Completion of the Youth course totaling 20 units (10-14 age group)

The Community Coach Youth course is tailored to coaches working with players in the 11 to 14 year old range. The contents of this course are based around coaching players at the recreational youth level of soccer and touch on the following areas: stages of development, conducting and planning training sessions, the role of the coach, ethics, safety and liability, team development, technical skill development and information on coaching youth players. This course meets the NCCP standards for the soccer technical and practical components.

| | | |
|--|---|---------------------------------------|
| CCY - Pre-requisite: CCC is strongly recommended, but not mandatory. | CCY - Course Length: 16 hours | CCY - Minimum Age: 16 years |
|--|---|---------------------------------------|

Community Coach Senior (CCS):

Completion of the Senior course totaling 20 units (14 years and older)

The Community Coach Senior course is tailored to coaches working with players in the 14 to 18 year old range. The contents of this course are geared towards coaching at a more competitive level of youth soccer and touch on the following areas: stages of development, advanced technical skill development, aspects of coaching, coaching team play (systems/tactics), set plays, coaching the goalkeeper, attacking and defending principles, fitness, physical preparation (warm-up and cool-down), first-aid, ethics, and safety and liability. This course meets the NCCP standards for the soccer technical and practical components.

| | | |
|---|---|---------------------------------------|
| CCS -Pre-requisite: CCC and CCY are strongly recommended, but not mandatory | CCS - Course Length: 16 hours | CCS - Minimum Age: 16 years |
|---|---|---------------------------------------|

The largest number of coaches, at the community club level, are parents involved in mini-soccer programs, and are new to the game. These parent/coaches are generally interested in gaining a rudimentary understanding of the task at hand but, due to other commitments, cannot make coaching certification a high priority. With this in mind, the program makes it possible for a coach to complete the 10 units of the Children's course in one day and be awarded the designation "Community Coach-Children". This designation is recognized for Mini-Soccer coaches only.

Coaches working with players aged 10-14 years or 14 years and older may enter the Program through the respective Youth or Senior category if they do not wish to gain full certification at the community level. They will undergo 20 units (i.e., two days) of instruction in order to gain the designation of either Community Coach-Youth or Community Coach-Senior.

Coaches may gain the full Community Coach Certificate by attending all 50 units involved in the Children's, Youth and Senior courses (approximately five days in total). It is recommended that this designation entitle the coach to coach a team at any age group, in any amateur competition/ tournament, at the club level.

If, on completion of this process, a coach wishes to apply to enter the Licensing Program, admittance into the B License course is dependant upon a coach attending and passing a formal "pre-test" held within his or her Province, before the application is made.

B License Pre-Test:

The B Pre-Test is a non-certification course that is a mandatory pre-requisite for any coaches wishing to pursue the Canadian Soccer Association's B License Program. The main purpose of this course is to give coaches the proper methodology needed to detect and correct errors in technical skill development and small-sided game situations. This course does involve some theory components, but is heavily geared towards the ability of the coach to plan and run effective sessions based on pre-selected technical and tactical coaching topics. Successful participants will be eligible to move forward in pursuing B Provincial License certification.

| | |
|--|--|
| B Pre-Test - Pre-requisite: Full Community Coaching Certification (Children/Youth/Senior), or approved course exemption required | B Pre-Test - Course Length: 20 hours |
|--|--|

The Canadian Soccer Association's Licensing Program, aimed at those who are more serious about their coaching development, requires that coaches reach a minimum standard of competence in a practical coaching environment. Each coach is, therefore, formally "assessed" and graded by Staff Instructors as part of the course. This process begins with the B License, which involves a total of 80 teaching units plus time allocated for formal assessments. It is aimed at coaches working with players in a competitive environment where "performance" is a critical factor in successful coaching.

B Provincial License

The B Provincial License (B License - Part 1) focuses on working with high performance athletes up to the age of 14 years old. This course involves both theory and practical coaching work. The theory components include: first and liability, stages of development, methodology of training, seasonal planning, session planning, match observation and analysis and the laws of the game (11-a-side). The practical components are heavily geared towards the ability of the coach to plan and implement effective training sessions based on a variety of pre-selected technical and tactical coaching topics. Each participant will undergo two (2) practical coaching assessments. Successful participants will be eligible to apply for completion of Part 2 of the B License Program.

| | |
|--|--|
| <p>B Provincial - Pre-requisite: Successful pass of 'B' Pre-Test, or approved course exemption required</p> | <p>B Provincial - Course Length: 48 hours</p> |
|--|--|

B National License

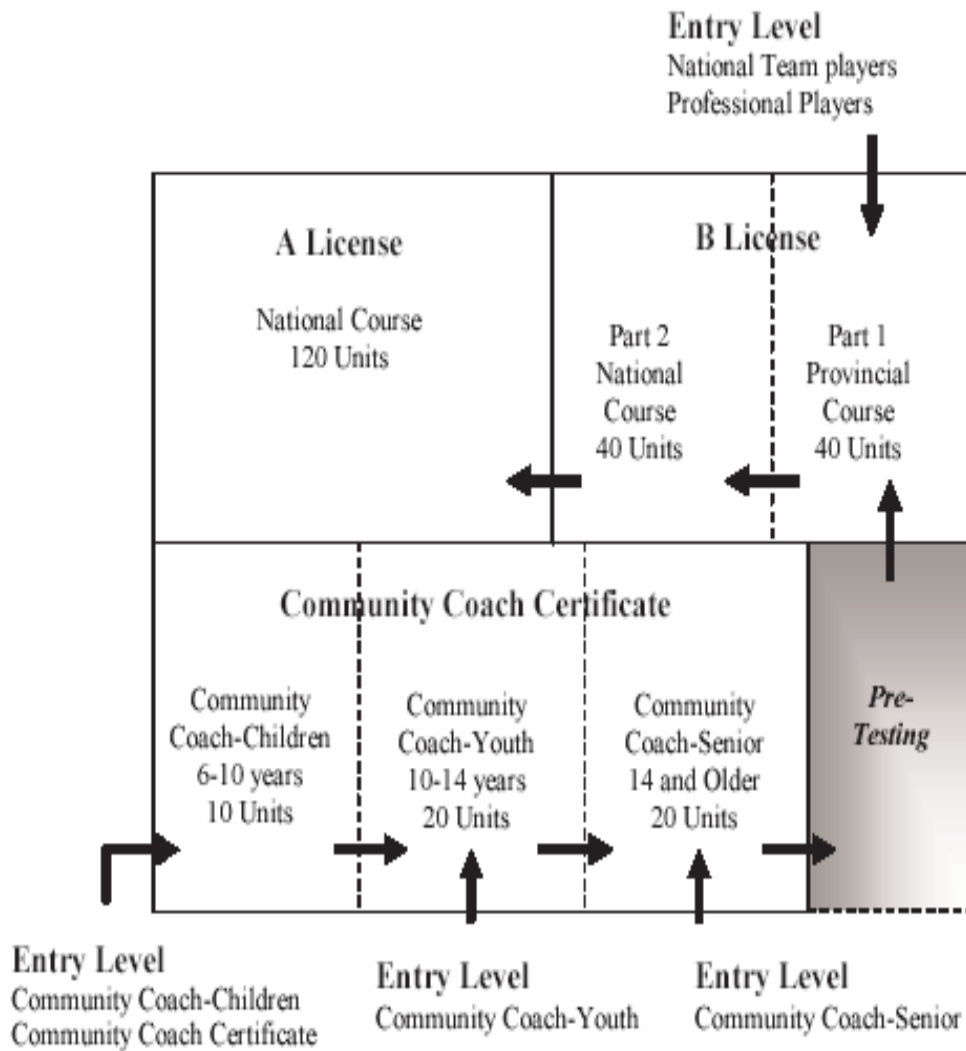
The B National License (B License - Part 2) focuses on working with high performance athletes 14 years of age and older. This course involves both theory and practical coaching work. Each participant will undergo two (2) practical coaching assessments. Successful participants will receive a Canadian Soccer Association B License.

| | |
|---|--|
| <p>B National - Pre-requisite: Successful pass of 'B' Provincial License and approved application through BC Soccer.</p> | <p>B National - Course Length: 6 days residential</p> |
|---|--|

The A license course includes a total of 120 teaching units plus formal assessments. The A License is designed for "high performance" coaches and caters to those wishing to make a career of coaching at the highest level.

Each of the courses within the program are built around teaching "units" of 45 minutes, with an emphasis being placed on the practical application of certain coaching tasks, also known as "competencies". These tasks/competencies are expanded upon as the coach progresses through the program and will range from showing an understanding of the rules of mini soccer to running an effective practice with players in a high performance environment.

CSA Coaching Certification Pathway



Coaching Clinic Administration

This section will outline the administrative requirement for hosting coaching clinics through the British Columbia Soccer Association. Please be sure to read the following information carefully.

Requesting a CSA / BC Soccer Coaching Clinic

Community Coaching Courses may be booked through the BC Soccer Office by any member Club, District, Association, or District Development Centre that is currently in good standing with the British Columbia Soccer Association.

On an annual basis, the BC Soccer Office will send all Districts, Clubs and District Development Centers the appropriate documents that will allow them to set up coaching certification clinics in their area for the fiscal year between April 1 and March 31. This universal calendar will provide an opportunity to address the unique needs for the various Districts, Clubs and District Development Centers. This process will ensure that the necessary amount and type of certification clinics will be available for all coaches.

This information will be sent out each year and all requests are required to be submitted to the BC Soccer Office by an outlined date that will be set annually by BC Soccer.

The B Licensing Program and Goalkeeping Diploma–Team Coach Clinics will be centrally scheduled by BC Soccer on an annual basis.

Goalkeeping Diploma Team Coach

Created by Tony Waiters, this course introduces team coaches to the art of goalkeeping. The contents of this course are designed to give team coaches some basic knowledge about the techniques and skills involved in being an effective goalkeeper and most importantly, giving the coaches enough information and direction to be able to effectively introduce goalkeeping into their weekly team training sessions. Previous goalkeeping experience is not required. This is not a NCCP certification course.

| | | |
|--------------------------------|-------------------------------|------------------------------|
| GK - Pre-requisite: N/A | Course Length: 8 hours | Minimum Age: 16 years |
|--------------------------------|-------------------------------|------------------------------|

Clinic Registration

It is necessary for ALL coaches participating in any coaching clinics to be registered through the British Columbia Soccer Association's central on-line registration / database system. This allows for BC Soccer to be responsible in maintaining an accurate database of coaches in British Columbia and allows for stronger administrative support to the instructors and class participants.

Registration for all coaching clinics in British Columbia MUST be done via the BC Soccer e-coaching on-line registration / database tool, located at – www.bcsoccer.net.

Clinic Fees and Payments

The following per-participant fees apply to BC Soccer Coaching Clinics*:

| | |
|--|-------|
| Community Coach Children's | \$75 |
| Community Coach Youth | \$135 |
| Community Coach Senior | \$135 |
| B License Pre-Test | \$275 |
| B License Provincial | \$500 |
| B License National | \$650 |
| BC Soccer Goalkeeping Diploma – Team Coach | \$75 |

*At the December 2007 BC Soccer Semi Annual General Meeting the BC Soccer Membership approved a proposal to increase participate fees for coaching clinics over the next two fiscal years**. The main reason for the proposed increase is to, in turn; increase the remuneration of our very qualified BC Soccer Coaching Instructors to a suitable industry standard.

****Introduced for Fiscal Year April 1-09 – March 31-10**

| | |
|--|-------|
| Community Coach Children's | \$80 |
| Community Coach Youth | \$145 |
| Community Coach Senior | \$145 |
| B License Pre-Test | \$300 |
| B License Provincial | \$500 |
| B License National | \$650 |
| BC Soccer Goalkeeping Diploma – Team Coach | \$80 |

Individuals Paying Clinic Fees

Individual participants may pay their course fees through the secure BC Soccer on-line registration / database system by credit card, cheque/money order, or pay in person by any method at the BC Soccer office in Vancouver.

Full payment must be made before the start of the course. Course Learning Facilitators (Instructors) do not accept payment at the course.

Clubs/Associations Paying Clinic Fees

Clubs and/or Associations wishing to pay for their coaches may do so by sending a cheque to the BC Soccer office. A statement of the names of the participants that are being paid for must accompany this payment.

Please note; if a Club/District is paying for the coaches within that club/district to attend a clinic, the coaches must register via the on-line system and use the designated payment code.

Full payment must be made before the start of the course. Course Learning Facilitators (Instructors) do not accept payment at the course.

Clinics can be set up under the following restrictions:

| | |
|-----------|---|
| Option #1 | The clinic is open to anyone to attend; user pays. |
| Option #2 | The clinic is open to anyone to attend, however those that register with the identified “payment code” the club will be invoiced for. |
| Option #3 | The clinic is closed to the associated club(s) and the individual coach pays, however they must register with the “payment code” or they are not able to register for the clinic. |
| Option #4 | The clinic is closed to the associated club(s) and the individual coach must register with the “payment code” and the club will be invoiced with the coaches who register with this code. |

Clinic Hosting Guidelines

In an ongoing effort to maintain uniform standards for coaching education delivery across British Columbia, BC Soccer requires that any Club, District Development Centre, or Association that has been approved to host a coaching clinic must adhere to the following clinic guidelines.

Community Coach Children (CCC)

| FACILITY REQUIREMENTS | EQUIPEMNT REQUIREMENTS |
|---|--|
| <ul style="list-style-type: none"> • Full-sized soccer field or gymnasium • Classroom • Washrooms/changing rooms | <ul style="list-style-type: none"> • One (1) size 3 or 4 ball per participant • Markers / cones • Pinnies (at least 2 different colors) • Pencil/corner flags • Portable goals (if available) • First Aid Kit • TV and VCR/DVD • Nearby power supply • Whiteboard or chalkboard • Markers or chalk • Tables and chairs in the classroom |

Community Coach Youth (CCY)

| FACILITY REQUIREMENTS | EQUIPEMNT REQUIREMENTS |
|---|--|
| <ul style="list-style-type: none"> • Full-sized soccer field or gymnasium • Classroom • Washrooms/changing rooms | <ul style="list-style-type: none"> • One (1) size 4 or 5 ball per participant • Markers / cones • Pinnies (at least 2 different colors) • Pencil/corner flags • Portable goals (if available) • First Aid Kit • TV and VCR/DVD • Nearby power supply • Whiteboard or chalkboard • Markers or chalk • Tables and chairs in the classroom |

Community Coach Senior (CCS)

| FACILITY REQUIREMENTS | EQUIPEMNT REQUIREMENTS |
|---|---|
| <ul style="list-style-type: none"> • Full-sized soccer field or gymnasium • Classroom • Washrooms/changing rooms | <ul style="list-style-type: none"> • One (1) size 5 ball per participant • Markers / cones • Pinnies (at least 2 different colors) • Pencil/corner flags • Portable goals (if available) • First Aid Kit • TV and VCR/DVD • Nearby power supply • Whiteboard or chalkboard • Markers or chalk • Tables and chairs in the classroom |

Assignment of Learning Facilitators (Instructors)

The British Columbia Soccer Association will train ALL Learning Facilitators for delivery of the Community Coaching Program. Only recognized and qualified Learning Facilitators will be used in the delivery of this program.

Upon receiving annual clinic requests, BC Soccer will assign Learning Facilitators to all clinics. Learning Facilitators may be requested, but BC Soccer will make all final appointments.

BC Soccer Clinic Fee Policy

In the British Columbia Soccer Association’s continued efforts to maintain fiscal responsibility in the administration of the Technical Clinics, the following policy is in place **as of April 2005**.

All participants must be registered via the BC Soccer centralized on-line registration / database system and are not recognized if they have not done so.

Note:

- Participants who register and paid via credit card are fully registered.
- Participants who register and select to mail in payment are not fully registered until payment is received in the BC Soccer office.

The British Columbia Soccer Association is aware that District Associations and Clubs often pay for their coaches and referees to attend clinics and BC Soccer fully supports this initiative. However, this does not enable these individuals to attend clinics without BC Soccer receiving payment prior to the clinic start date.

BC Soccer suggests that the individual participant register and pay for the clinic desired and submit expenses to be reimbursed by the District Association or Club.

Fees must be received a minimum of **5 working days** prior to the clinic start date for the Community Coach Childrens, Youth, and Senior levels of certification.

Fees must be received a minimum of **10 working days** prior to the clinic start date for the B Pre-Test and B Provincial levels of certification.

BC Soccer Clinic Refund Policy

To be eligible for a refund, clinic participants / applicants must submit a refund request through the applicant’s online profile or by contacting the BC Soccer office within the timeline listed below¹.

| | |
|-----------------------------------|--|
| Referee Entry Level Clinic | 7 days prior to the clinic start date |
| Community Coach Children’s Clinic | 7 days prior to the clinic start date |
| Community Coach Youth Clinic | 7 days prior to the clinic start date |
| Community Coach Senior Clinic | 7 days prior to the clinic start date |
| B Pre-Test Coaching Clinic | 14 days prior to the clinic start date |
| B Provincial Coaching Clinic | 14 days prior to the clinic start date |

If applicants do not inform BC Soccer of a cancellation within the specified timeline (listed above), the applicant is ineligible for a refund². All cancellations are subject to \$25 cancellation charge regardless of the cancellation date. All refunds are issued in cheque format.

Should the clinic be cancelled by BC Soccer due to lack of registration, all paid registrants will receive a full refund.

¹System user fee is non-refundable regardless of cancellation date.

²Applicants required to withdraw due to medical reasons or extenuating circumstances may be eligible to receive a refund regardless of cancellation date. BC Soccer may require the applicant to provide proof of reason of absence to receive a refund. Applicants are not required to pay a \$25 cancellation charge upon approved reason of absence. System user fee is non-refundable.

BC Soccer Clinic Participant Minimum Number

All Clinics require a minimum of 15 participants. When minimum registration numbers have not been met in the timeframe outlined below the clinic will be cancelled.

5 working days for coastal clinics and **10 working days** for interior clinics for the Community Coach Childrens, Youth, and Senior levels of certification.

Prior to **10 working days** of when the registration system closes for the B Pre-Test and B Provincial levels of certification.

Important Notes: If clinic registration minimums have been met in the registration system and class lists do not reflect the minimum numbers, or if we proceed with less then minimum numbers, the District Association, DDC, or club host will be invoiced for the minimum number of participants.

Additional Related Coaching Information

Course Equivalency

The integration of the previous, 5 Level Program into the new 3 Level format is shown below. This conversion shall take place in order to give fair representation to those that have taken part in the NCCP Technical/Practical components prior to the launch of this Program in October, 1999:

| | | |
|------------------------------|---|--------------------------------------|
| NCCP Level 1 (pre-June 1997) | = | Community Coach-Children |
| NCCP Level 1 Children | = | Community Coach-Children |
| NCCP Level 1 Youth | = | Community Coach-Youth |
| NCCP Level 1 Senior | = | Community Coach-Senior |
| NCCP Level 2 | = | Community Coach-Senior |
| NCCP Level 3 | = | *Community Coach Certificate |
| C License | = | **Recognized until December 31, 2004 |
| B License | = | B License |
| B License (Mentorship only) | = | B License Part 1 (Provincial Course) |
| A License | = | A License |

*Note: To gain the full Community Coach Certificate when transferring certification from the old to the new Program a coach must have also taken at least Level 1 Theory, or a Community Coach Course. This ensures that the required theory topics have been covered. (i.e., Role of the Coach, Session Planning, Safety, etc).

**Note: All C License Coaches have until December 31, 2004, to take a B License-Provincial Course. At that time the C License designation will cease to exist and all coaches still holding that designation will be classified as Community Coach Certificate holders.

Competency-Based NCCP Program / Theory

The National Coaching Certification Program (NCCP) was launched in the early 1970s. Since that time, many hundreds of thousands of coaches have benefited from the program both by attending courses and by sharing experiences with others. The real beneficiaries, however, are the millions of young Canadians of varying athletic abilities who have been provided with a positive sport experience by coaches in the NCCP.

As new knowledge has become available, new methods have emerged, and new skills have been introduced.

An evaluation, conducted from 1994-96, recommended revamping the program into a competency-based system. A major re-development of the program, the structures for delivering it, the teaching methods, and the assessment began in response to this thorough and thoughtful study.

The key improvements that are being made to the program include:

- Placing a greater emphasis on coach abilities; certification will be based on a proven ability to "DO" versus simply to "KNOW"

- A structure for the program that is able to accommodate differences between sports, types of coaches, and environments in which coaches work
- Coach training and certification that is based on the needs of the participants and is as experiential as possible

The Canadian Soccer Association and the National Coaching Certification Program (NCCP) have used this new model to revamp the Community Coaching Certification Program.

The 3-level theory component of the NCCP training module has been re-structured effective April 2004. Replacing the Level 1 and Level 2 multi-sport theory modules are two new competency-based courses entitled ***Introduction to Competition: Part A and Introduction to Competition: Part B***. These courses are offered across British Columbia and are not a part of the BC Soccer course delivery menu. Full listings can be obtained through the Coaching Association of British Columbia at www.coaches.bc.ca.

BC Soccer Coaching Philosophy

All coaches should share and work towards BC Soccer's vision, values and competencies. Our shared aim is to use the power of soccer to build a better future.

As coaches:

- Our values should be responsive to the needs of our players and soccer in general.
- We should be confident in our approach to show courage in our actions.
- We should be open to new ideas and be receptive of other views
- Our work should be inclusive, encouraging everyone to enjoy and love our great game.
- Everyone must be accountable to those they work with and to soccer and the community at large.
- We should be challenging in our work and sessions to bring out the best in our players.
- We should be passionate for the game and pass on this passion, encouraging others to develop a life-long love of the game.
- Our shared competencies are those of leadership, taking responsibility and showing direction.
- Our shared competencies are those of leadership and using change to help us meet our vision
- We should be able to communicate and influence those around us, taking ownership of the game. We should also demonstrate achievement and our way and contribution to the game
- We should be innovative in our approach to this important role.

Coaches who successfully complete their Community Coaching Certificate and work towards our shared vision, values and competencies become a part of our team at the British Columbia Soccer Association, which is committed to realizing both the vision, and the dream of Canada winning a major championship.

Courtesy of the English FA

Competencies and Values Expected of a Coach

| Responsive | Achievement | Courage | Change Orientation |
|--|--|---|--|
| <ul style="list-style-type: none"> • Understand the needs of players • Make sessions age/game appropriate | <ul style="list-style-type: none"> • Knowledge • Confidence • Capability • Independent • Understanding • Proactive • Independent • Understanding • Proactive • Respectful • Focused • High standards | <ul style="list-style-type: none"> • Set standards • Raise standards • Do what is right for the game • No fear of failure | <ul style="list-style-type: none"> • Open to new ideas • Encourage players to be open • Encourage players to take responsibility |
| Inclusive | Accountable | Challenging | Passionate |
| <ul style="list-style-type: none"> • Opportunity for all • Everyone plays • Everyone | <ul style="list-style-type: none"> • To colleagues • To your club, or, association • To the game • To the players • To yourself | <ul style="list-style-type: none"> • Attitude • Ethics • Self improvement • Improvement of others • Open mind • Use imagination | <ul style="list-style-type: none"> • Love of the game • Enthusiasm • Instill this passion on others |
| Leadership | Communication | Ownership | Innovation |
| <ul style="list-style-type: none"> • Be positive • Leading by example • Role model • Keep everyone involved • Encouragement • Delegate • Organized and prepared | <ul style="list-style-type: none"> • Not just verbal • Let the game be the teacher • Listening skills • Appropriate language • No jargon! • Be clear • Make sure that the players understand you | <ul style="list-style-type: none"> • Take responsibility • Set an example • Commitment • Empower the players | <ul style="list-style-type: none"> • Improvisation • Problem solving • Development • Thinking ahead • Continued education / certification courses |

Courtesy of the English FA