Talent Engineering
An Integrated Approach to Coach and Athlete Development

Wade Gilbert, PhD
California State University, Fresno

BeLikeCoach Inc.

LEARN
COMPETE
SUCCEED

Advancing the Science of Teaching America's Youth Through Sports and Physical Education

UCLA
31
UCLA
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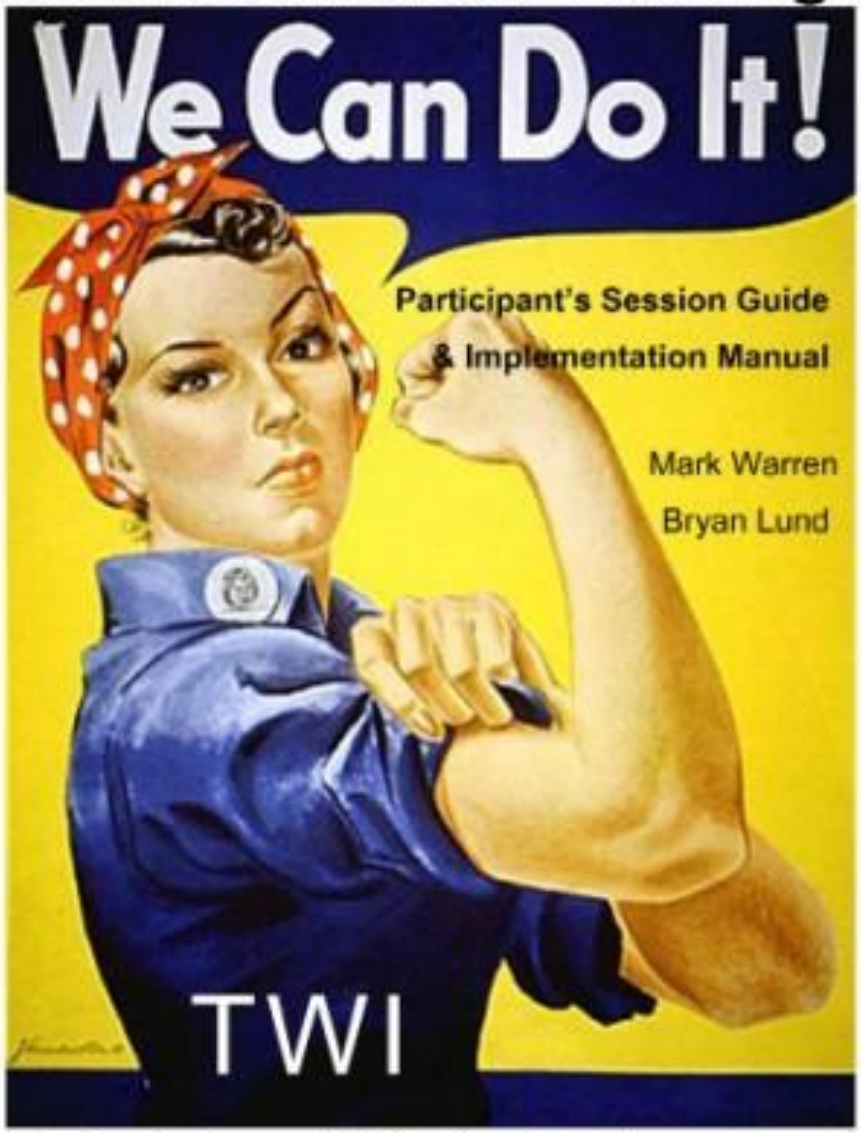
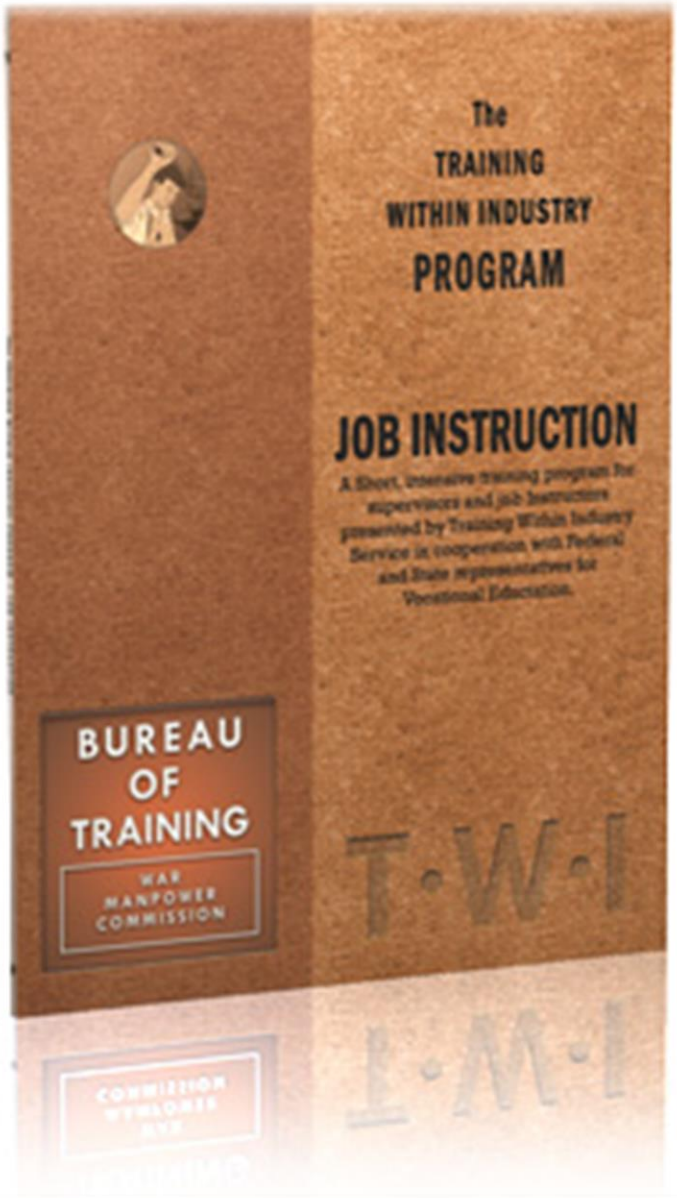
Job Instruction Training



Training Within Industry



HOW TO GET READY TO INSTRUCT

Have a Time Table—
how much skill you expect him to have, by what date.

Break Down the Job—
list important steps.
pick out the key points. (Safety is always a key point.)

Have Everything Ready—
the right equipment, materials, and supplies.

Have the Workplace Properly Arranged—
just as the worker will be expected to keep it.

Job Instruction Training

TRAINING WITHIN INDUSTRY

Bureau of Training
War Manpower Commission

KEEP THIS CARD HANDY

GPO 16—35140-1

Front of the Job Instruction Card

HOW TO INSTRUCT

Step 1—Prepare the Worker

Put him at ease.
State the job and find out what he already knows about it.
Get him interested in learning job.
Place in correct position.

Step 2—Present the Operation

Tell, show, and illustrate one IMPORTANT STEP at a time.
Stress each KEY POINT.
Instruct clearly, completely, and patiently, but no more than he can master.

Step 3—Try Out Performance

Have him do the job—correct errors.
Have him explain each KEY POINT to you as he does the job again.
Make sure he understands.
Continue until YOU know HE knows.

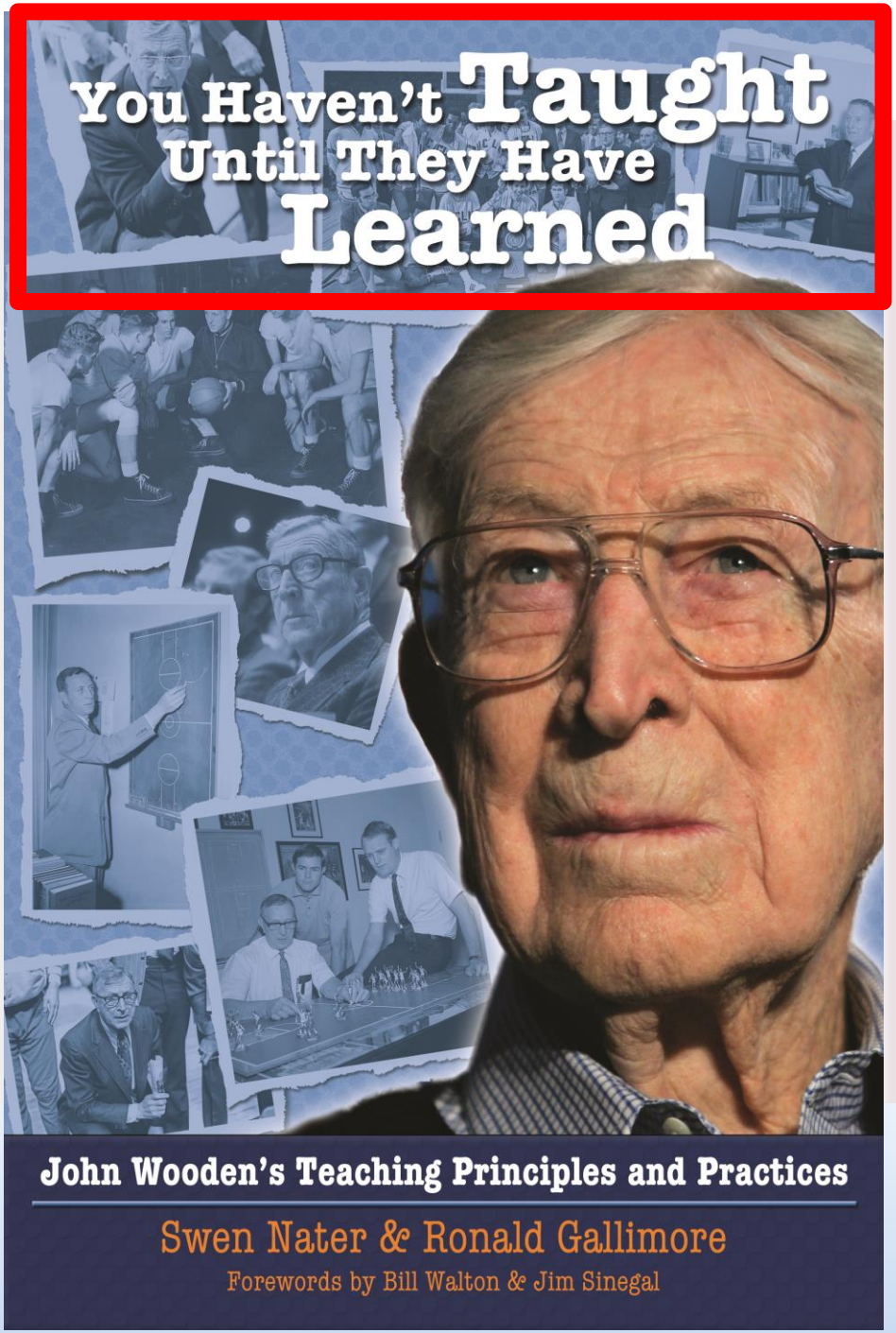
Step 4—Follow Up

Put him on his own. Designate to whom he goes for help.
Check frequently. Encourage questions.
Taper off extra coaching and close follow-up.

16—35140-1

If Worker Hasn't Learned, the Instructor Hasn't Taught

Back of the Job Instruction Card



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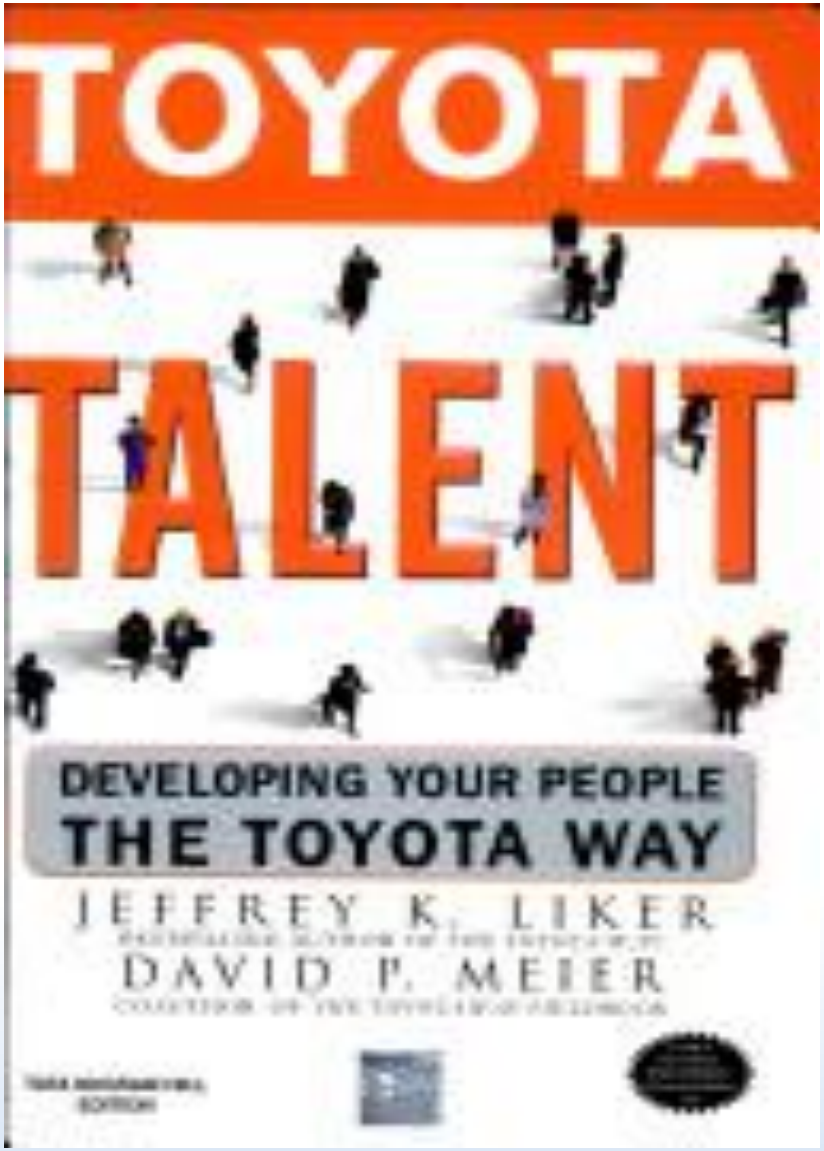
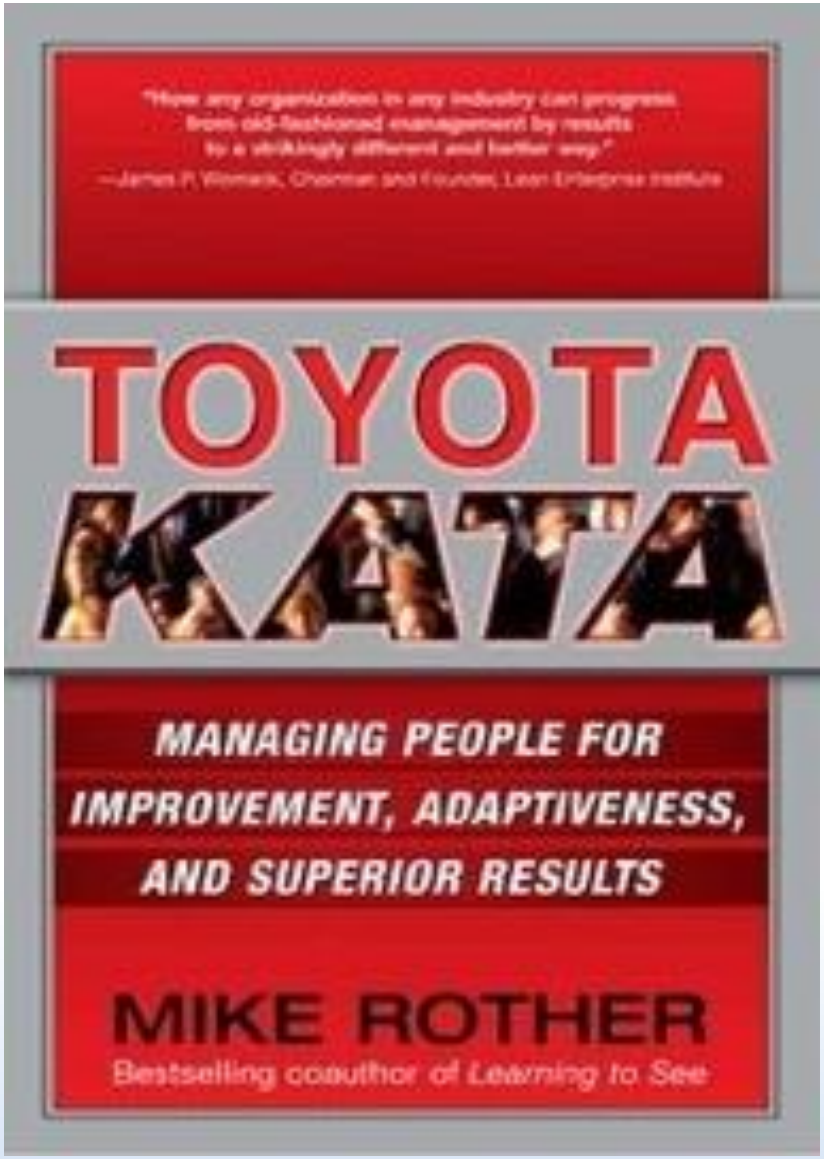
If Worker Hasn't Learned, the Instructor Hasn't Taught

Back of the Job Instruction Card

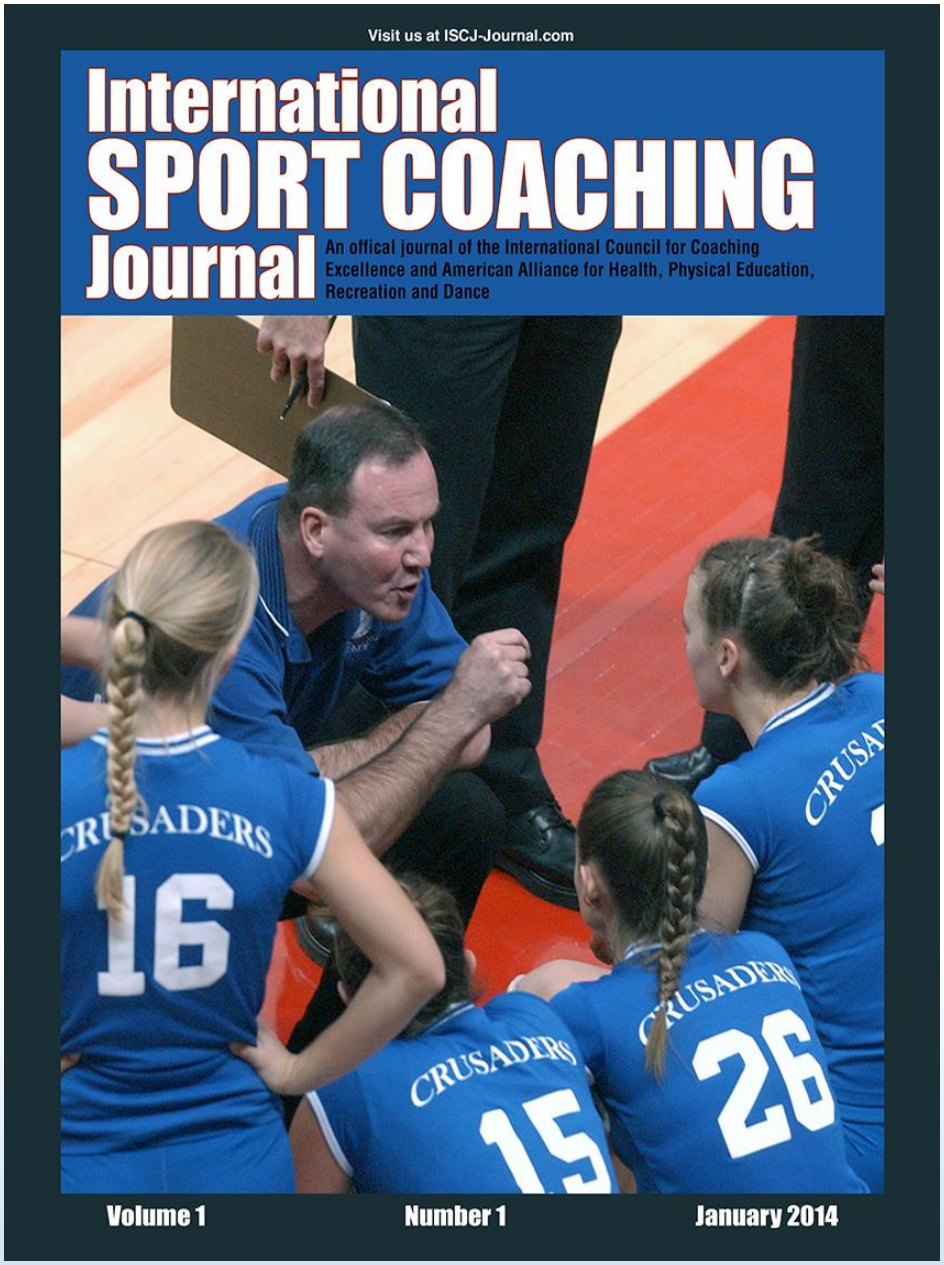
WAR ENDS
EXTRA The Knoxville Journal EXTRA
TRUMAN REPORTS TO NATION


TOYOTA
TALENT
DEVELOPING YOUR PEOPLE
THE TOYOTA WAY
JEFFREY K. LIKER
DAVID P. MEIER


TOYOTA
KATA
MANAGING PEOPLE FOR
IMPROVEMENT, ADAPTIVENESS,
AND SUPERIOR RESULTS
MIKE ROTHER
Bestselling coauthor of Learning to See

What is effective coaching?

Becoming an effective coach?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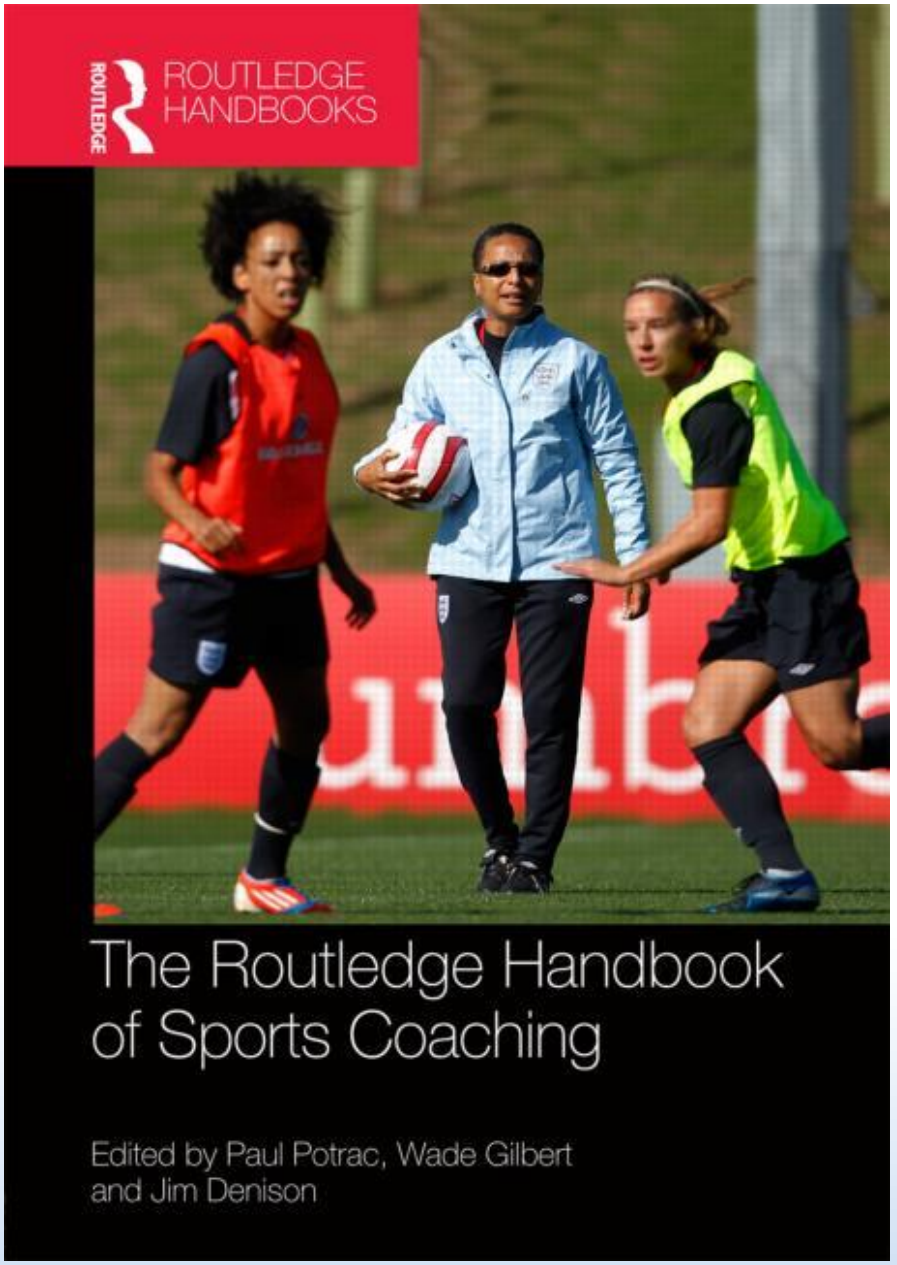
An offical journal of the International Council for Coaching Excellence and American Alliance for Health, Physical Education, Recreation and Dance
Volume 1
Number 1
January 2014


ROUTLEDGE HANDBOOKS
The Routledge Handbook of Sports Coaching
Edited by Paul Potrac, Wade Gilbert and Jim Denison

FRESNO STATE
Discovery. Diversity. Distinction.

To share an evidence-based framework for engineering an integrated system for coach and athlete talent development.

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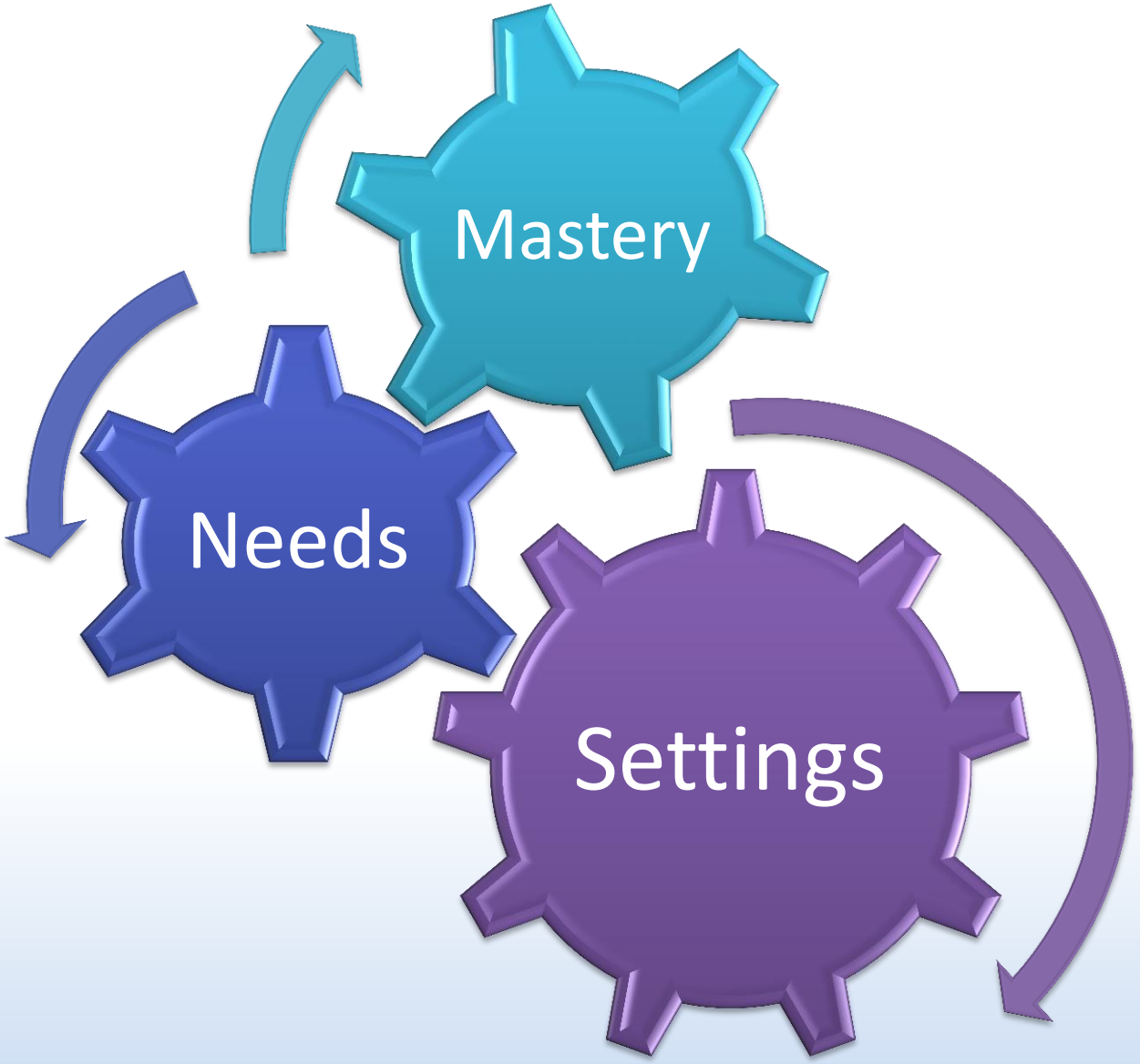
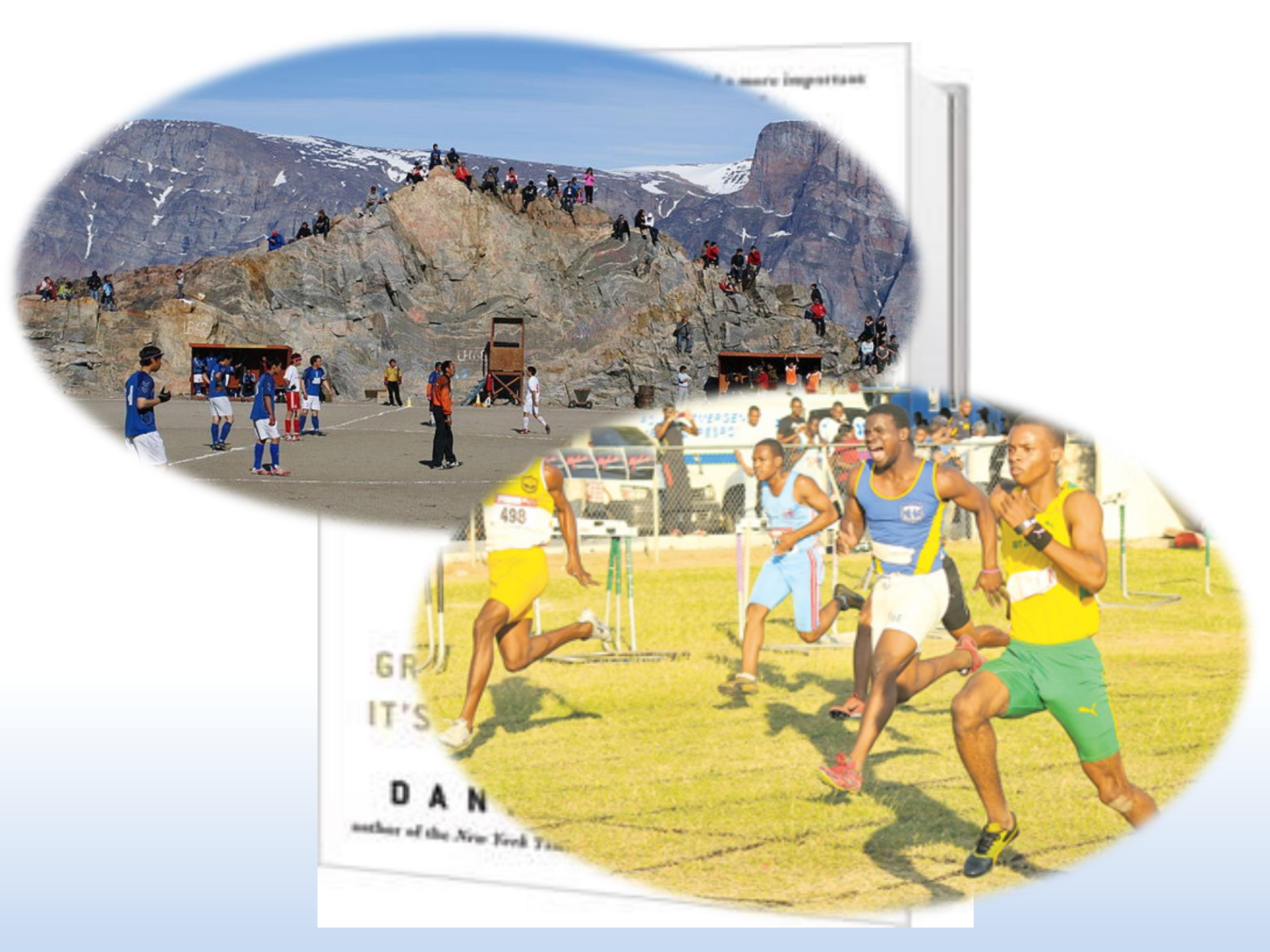
Discovery. Diversity. Distinction.



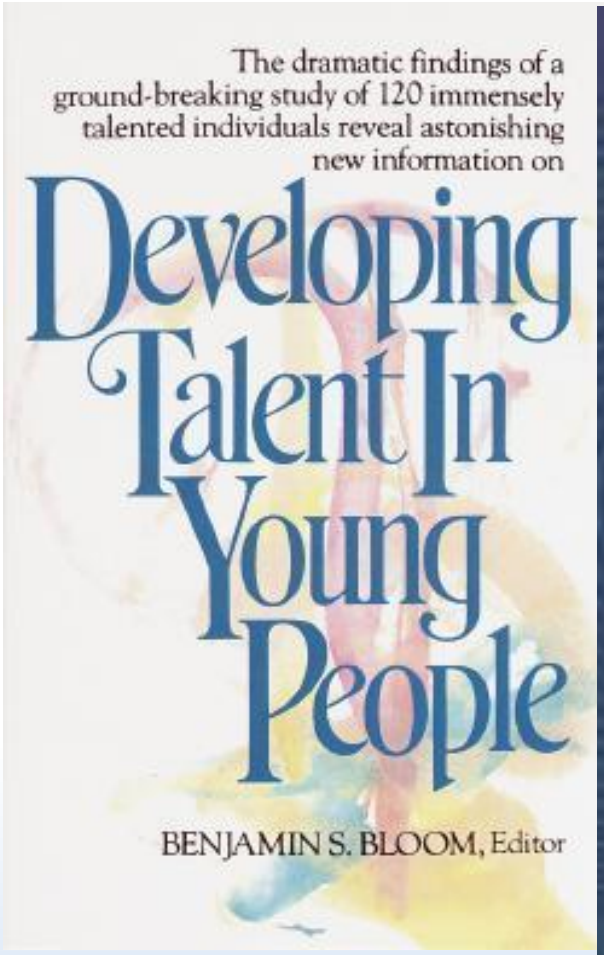
Talent Development Principle #1

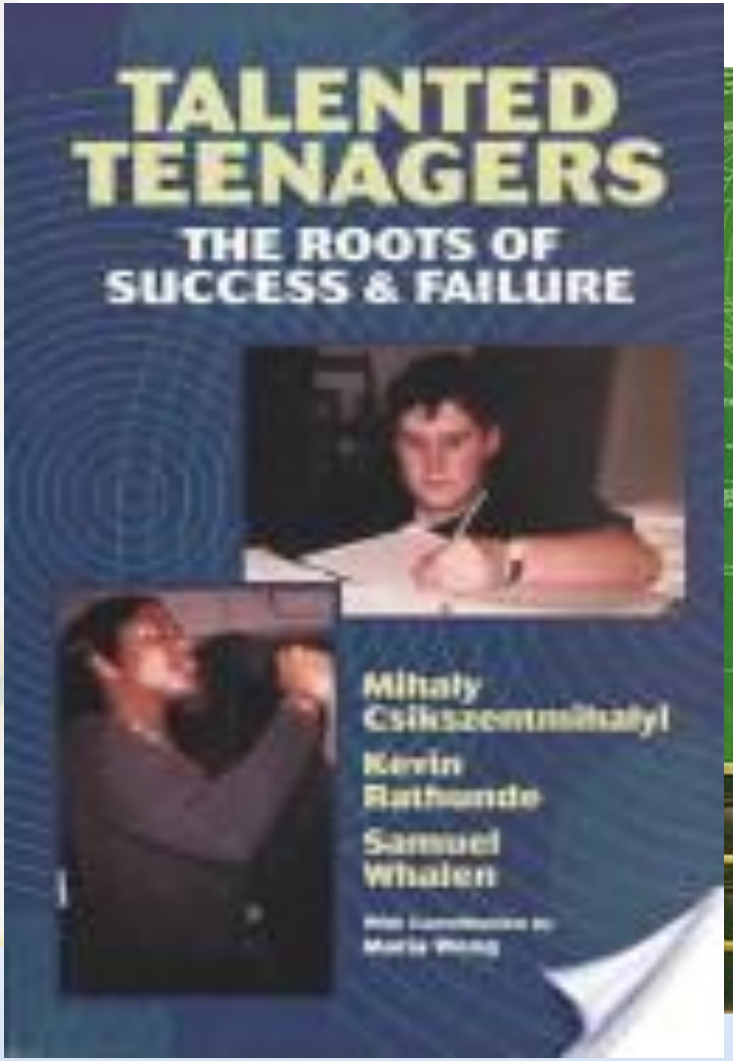
- **Settings matter more than individual behavior intentions**

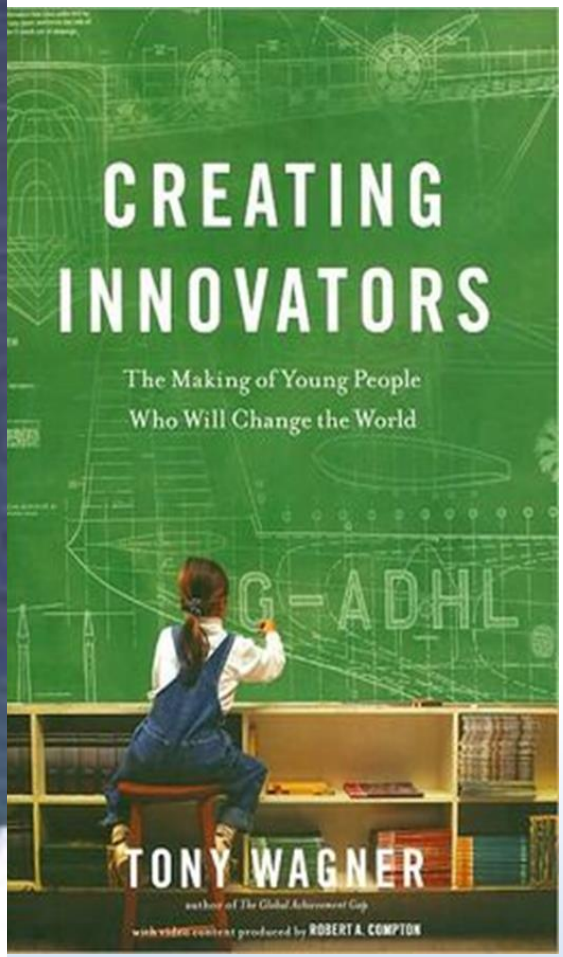
498


498

The Science of Settings: *Complex Families*







Complex Family Settings

ATTACHMENT

(*structure*)

+

AUTONOMY

(*freedom*)

U.C.L.A.
BASKETBALL

Percentage of U.S. pro athletes born in small towns sharply outnumbers those living in big cities.

City Population	U.S. OVERALL	PGA	NHL	MLB	NBA
>500,000	51.8%	13.1%	13.2%	14.6%	28.5%
<100,000	27.5%	56.8%	56.3%	54.5%	39.0%

Qualitative Research in Sport, Exercise and Health, 2013
http://dx.doi.org/10.1080/2159676X.2013.766815

Routledge
Taylor & Francis Group

The influence of community on athletic development: an integrated case study

Shea Balish* and Jean Côté

WITNESS
N. S. S. A. F.
NOVA SCOTIA
SCHOOL ATHLETIC FEDERATION
DIVISION 4 BOYS
BASKETBALL
CHAMPIONS
2006-2007

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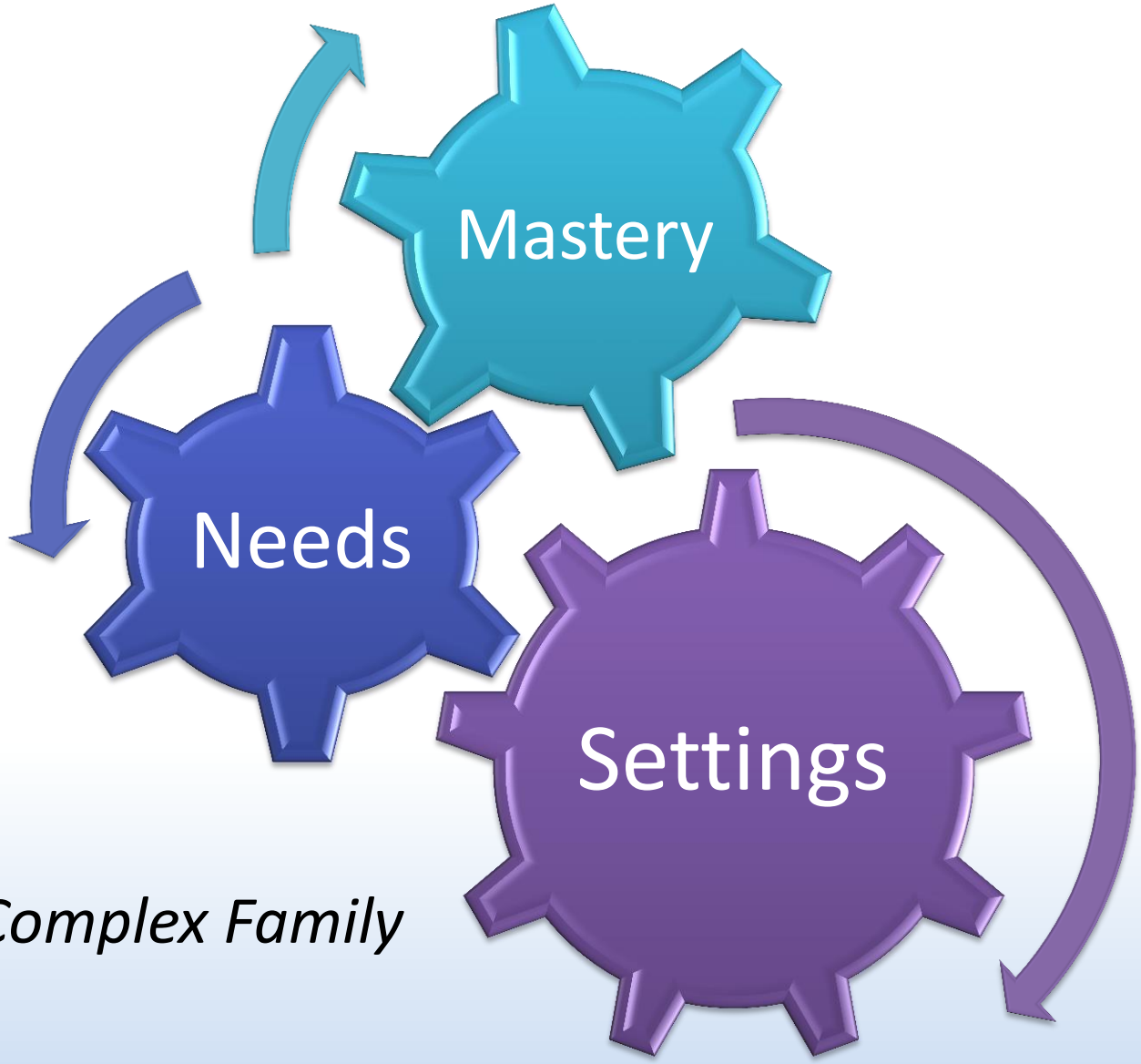

Complex Family

Talent Development Principle #2

- **Needs are the sparks that ignite, and sustain, the talent development fire**

"We realized a while ago that it's better to learn than be dead."
CALL
IMPROVED APPLICATION

Quest, 65:83–97, 2013
Copyright © National Association for Kinesiology in Higher Education (NAKHE)
ISSN: 0033-6297 print / 1543-2750 online
DOI: 10.1080/00336297.2012.727374

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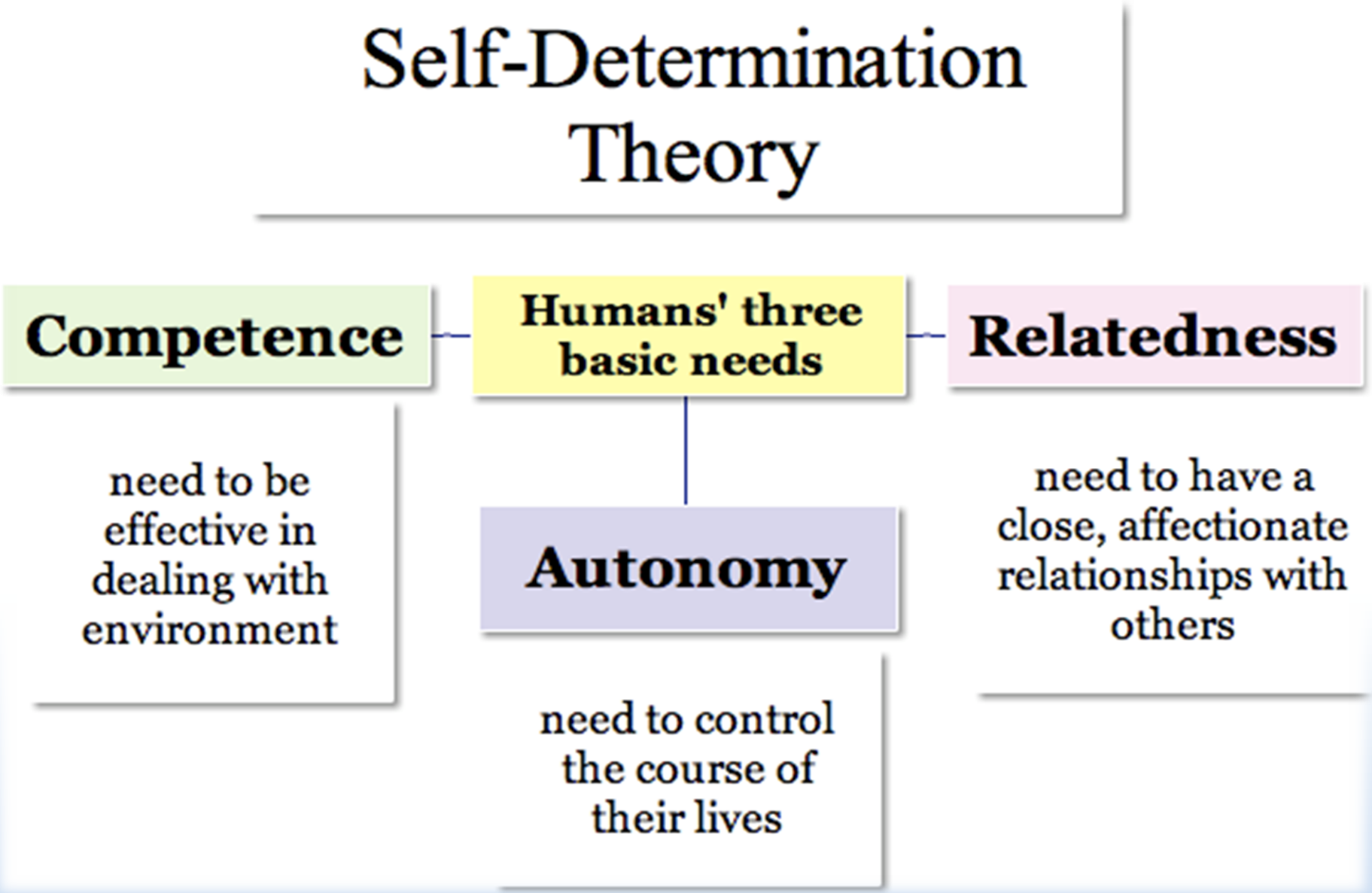
Talent Identification and Development: The Need for Coherence Between Research, System, and Process

ANNE PANKHURST and DAVE COLLINS

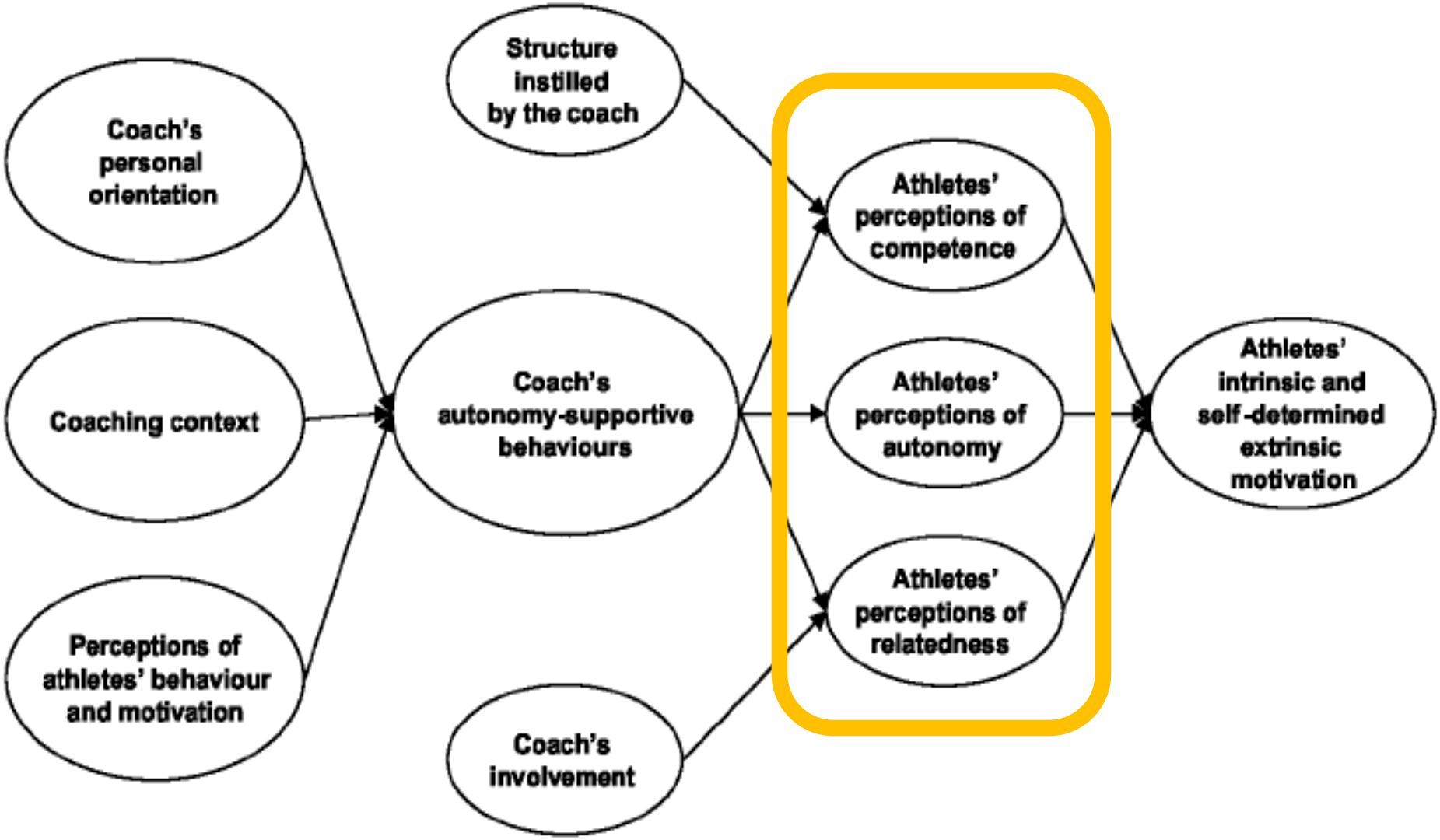
Institute of Coaching and Performance, University of Central Lancashire, Preston, United Kingdom

The Science of Needs (Deci & Ryan, 2000)



The Science of Needs: *Self-Determination*

(Mageau & Vallerand, 2003)



The Sport Psychologist, 2005, **19**, 417-429
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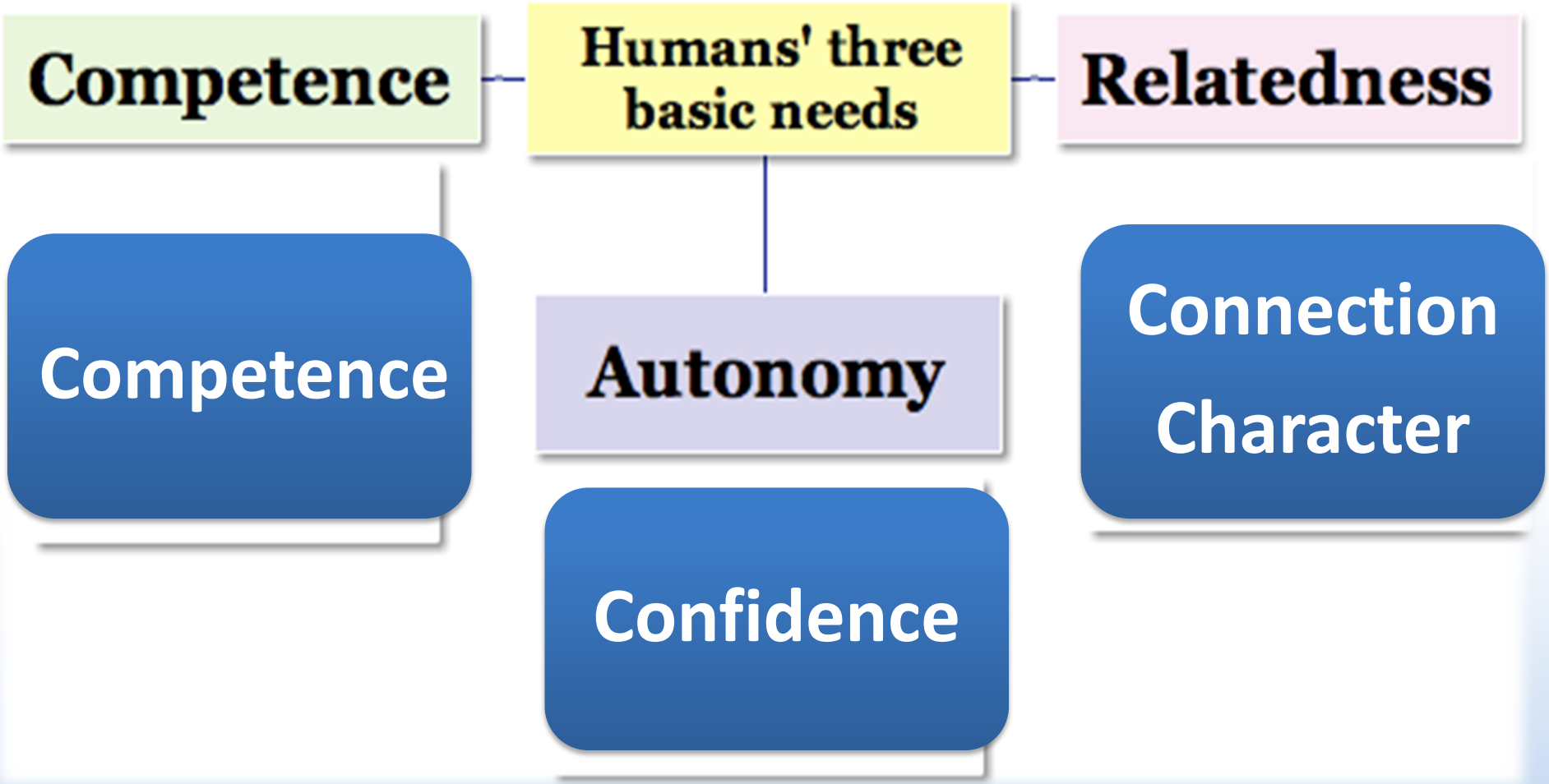
Self-Determination Theory: A Case Study of Evidence-Based Coaching

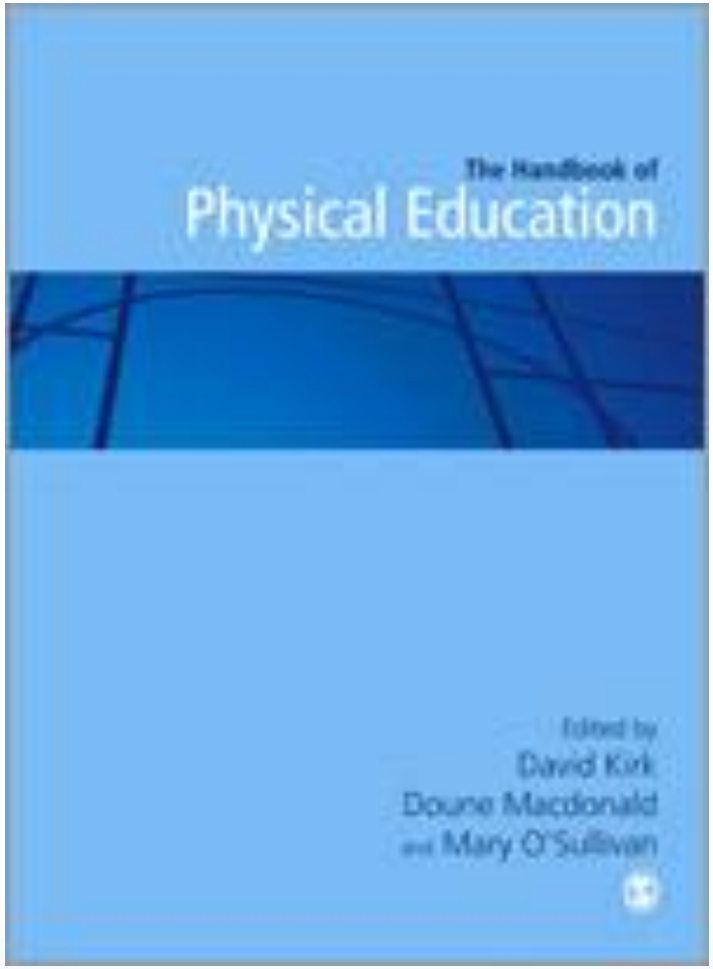
WAC
CHAMPIONS
2012 WOMEN'S BASKETBALL
Tournament Champion

NCAA
2013 SOFTBALL
CHAMPIONSHIP

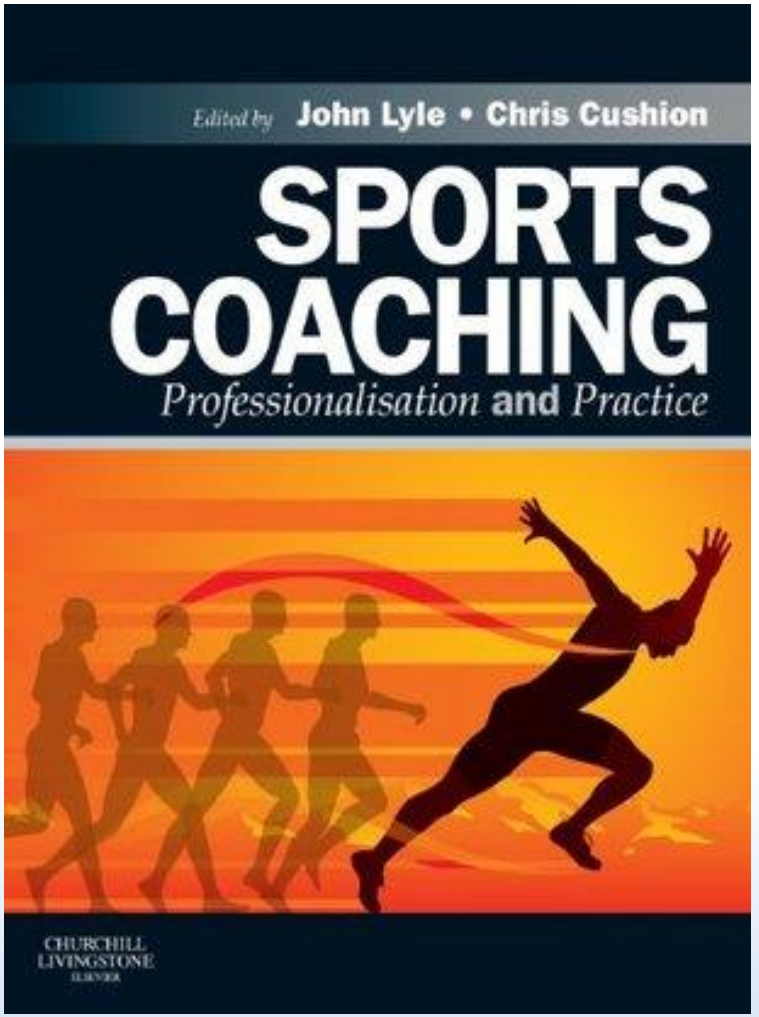
ATHLETES' OUTCOMES
Competence
Confidence
Connection
Character

Self-Determination Theory



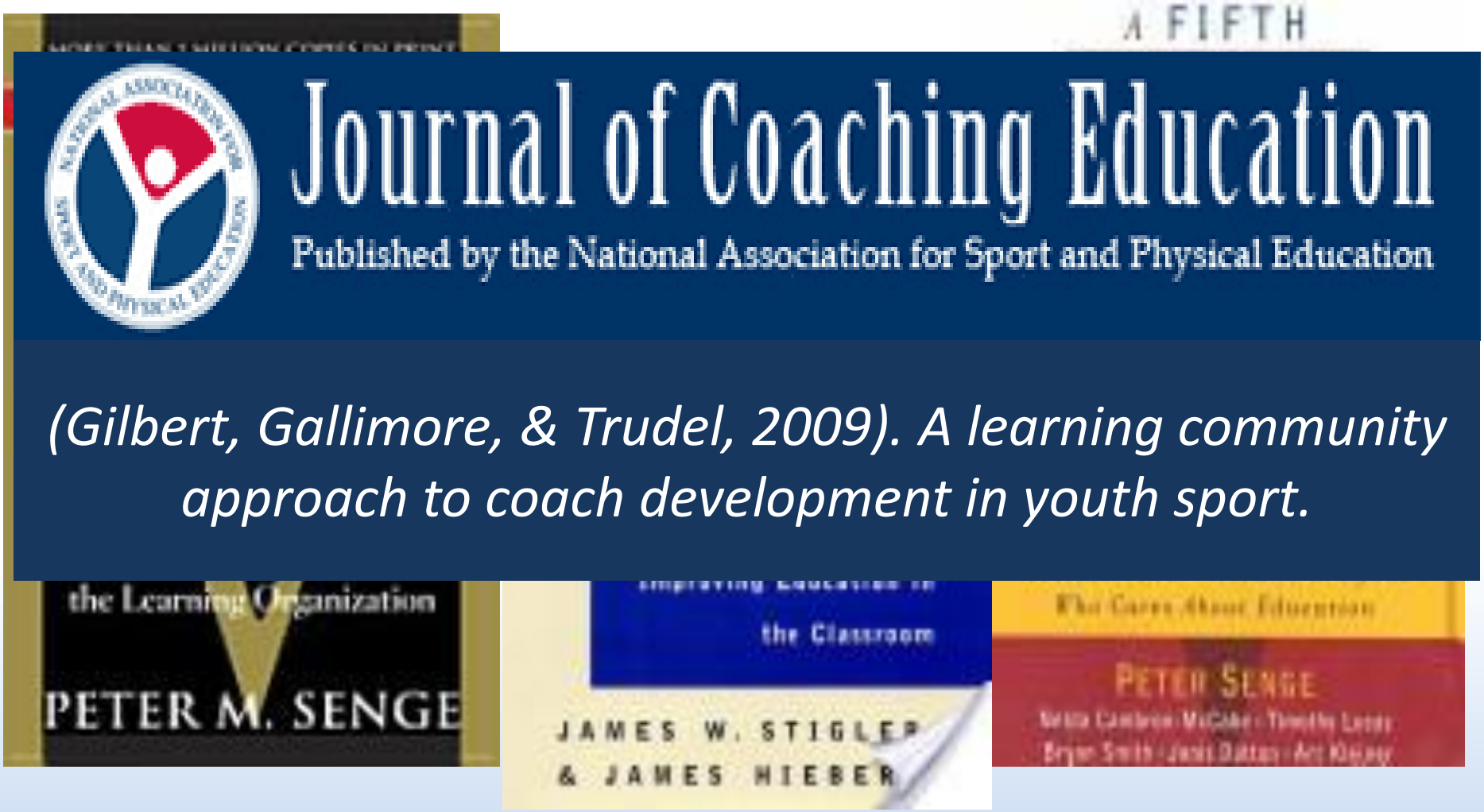


Coach education effectiveness (Trudel, Gilbert & Werthner)



Coaching and coach education (Trudel & Gilbert)

Needs-based Development Systems



(Gilbert, Gallimore, & Trudel, 2009). A learning community approach to coach development in youth sport.

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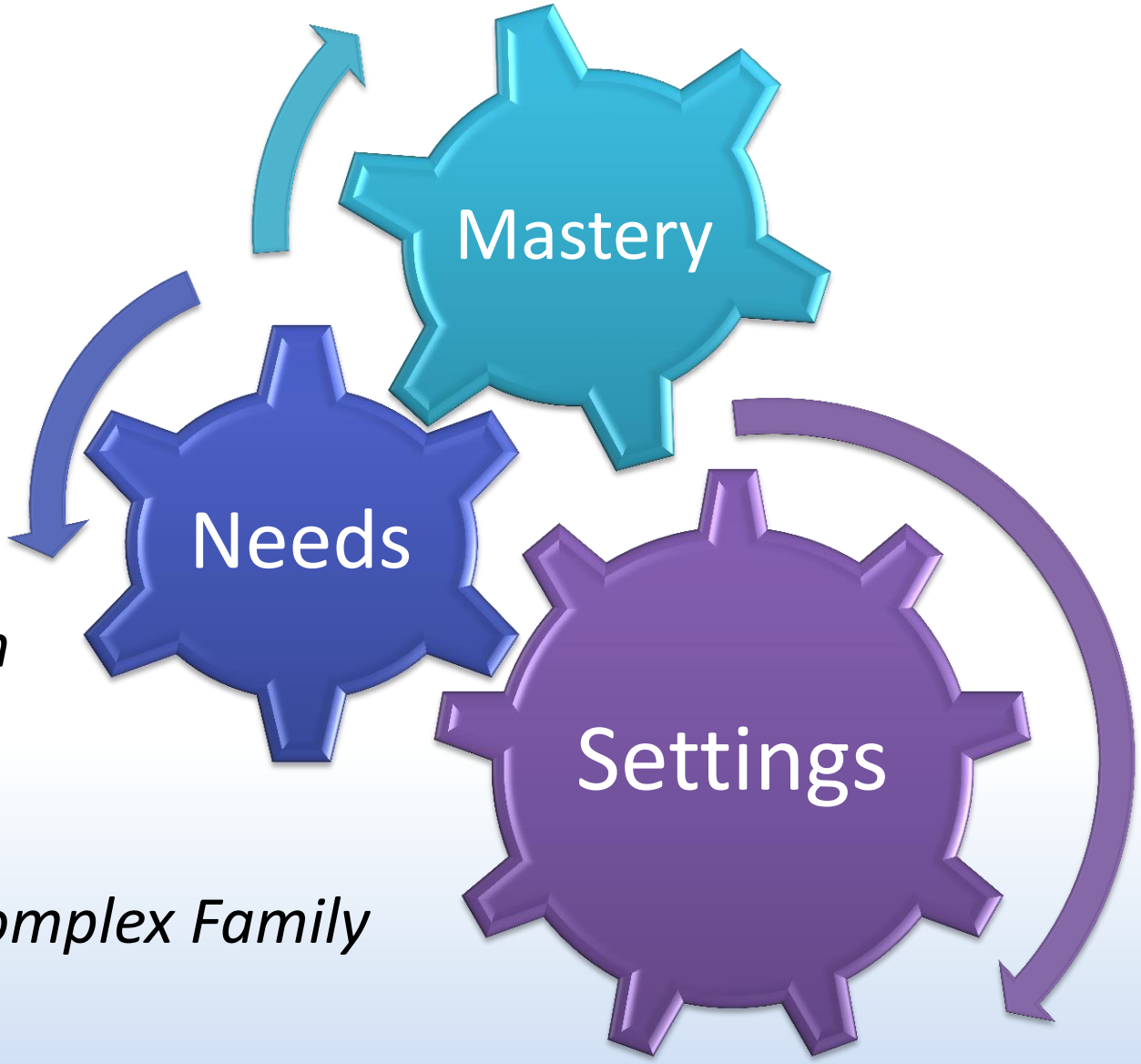
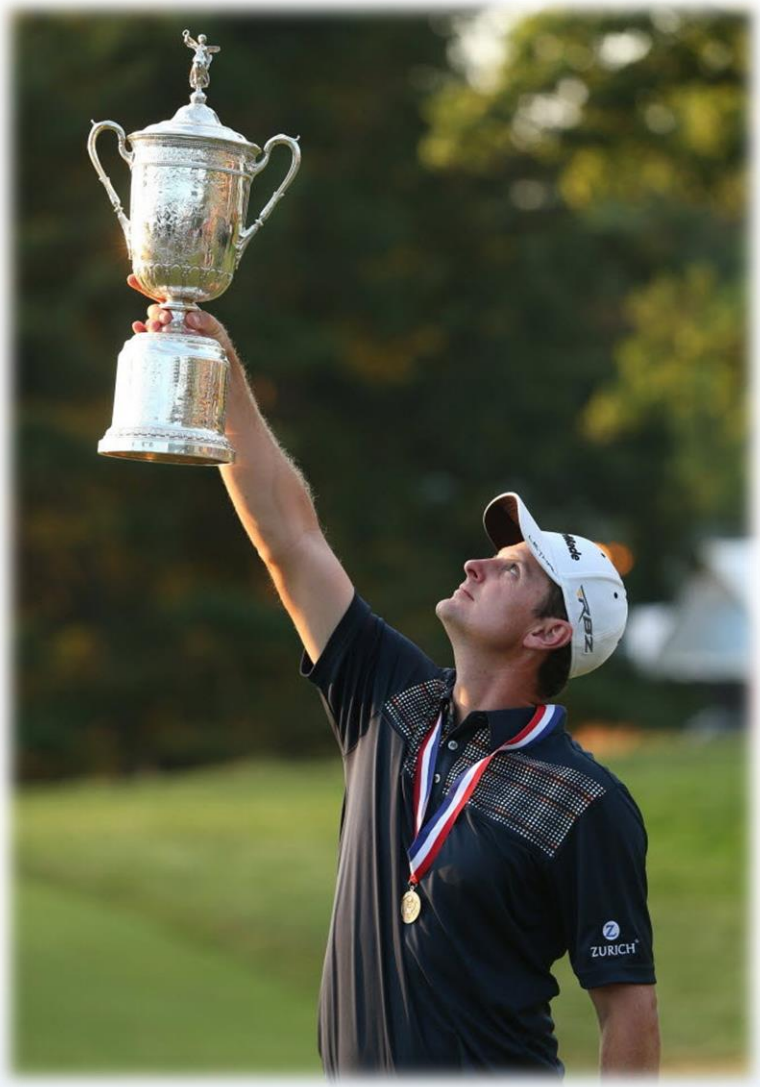


Self-Determination Theory

Complex Family

Talent Development Principle #3

- Personal mastery focused on continuous improvement



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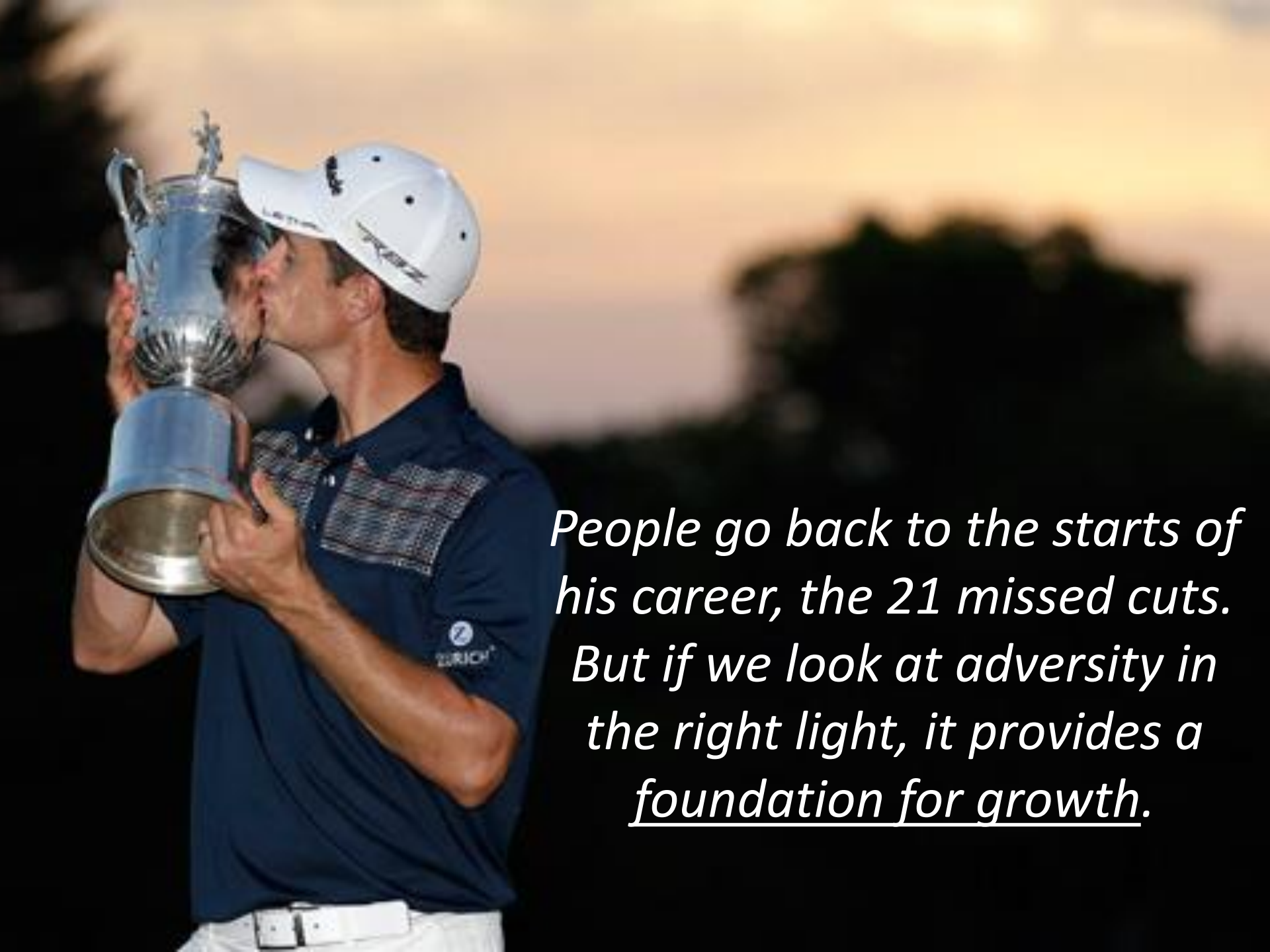

People go back to the starts of his career, the 21 missed cuts. But if we look at adversity in the right light, it provides a <u>foundation for growth</u>.

WORLD WAR II

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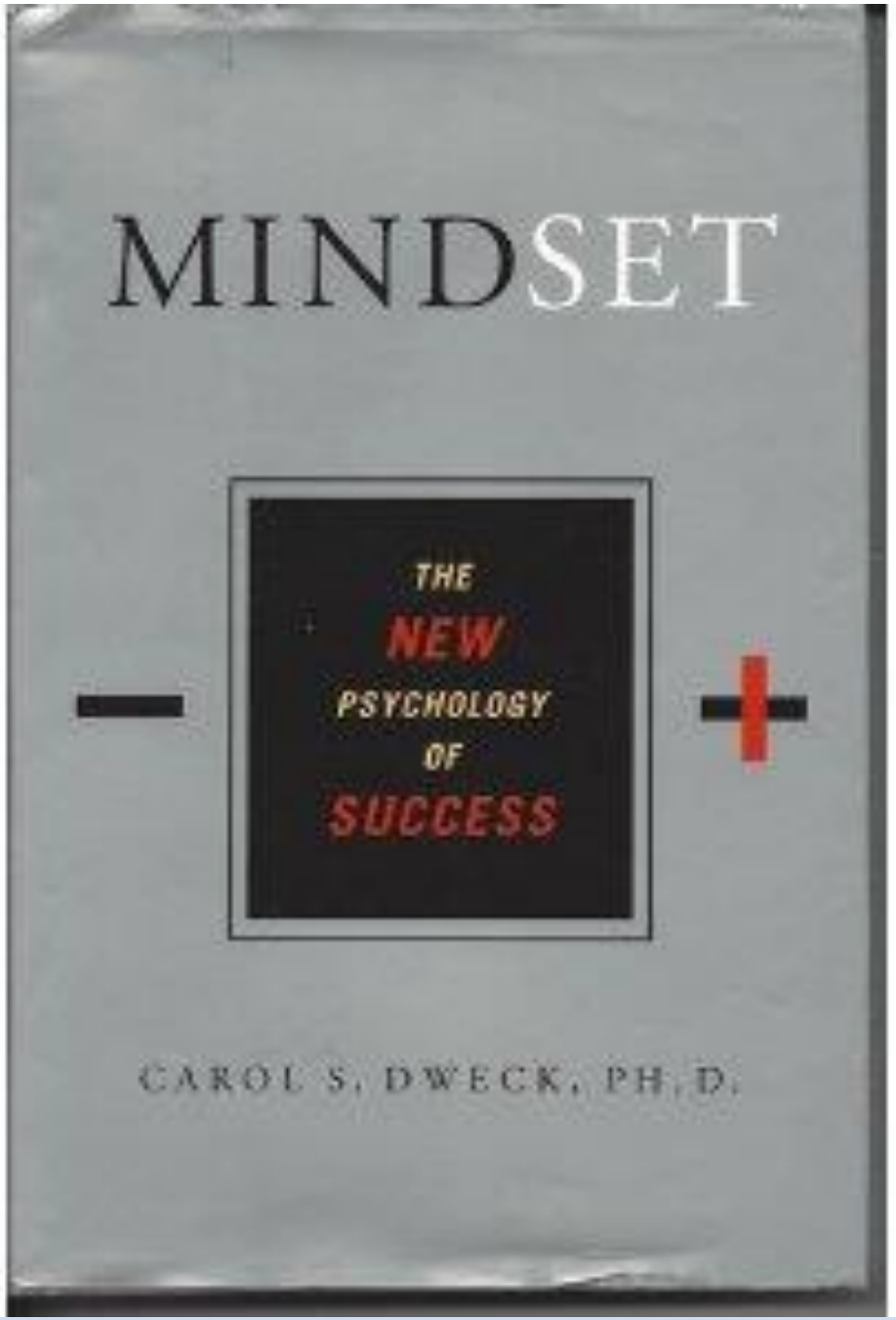
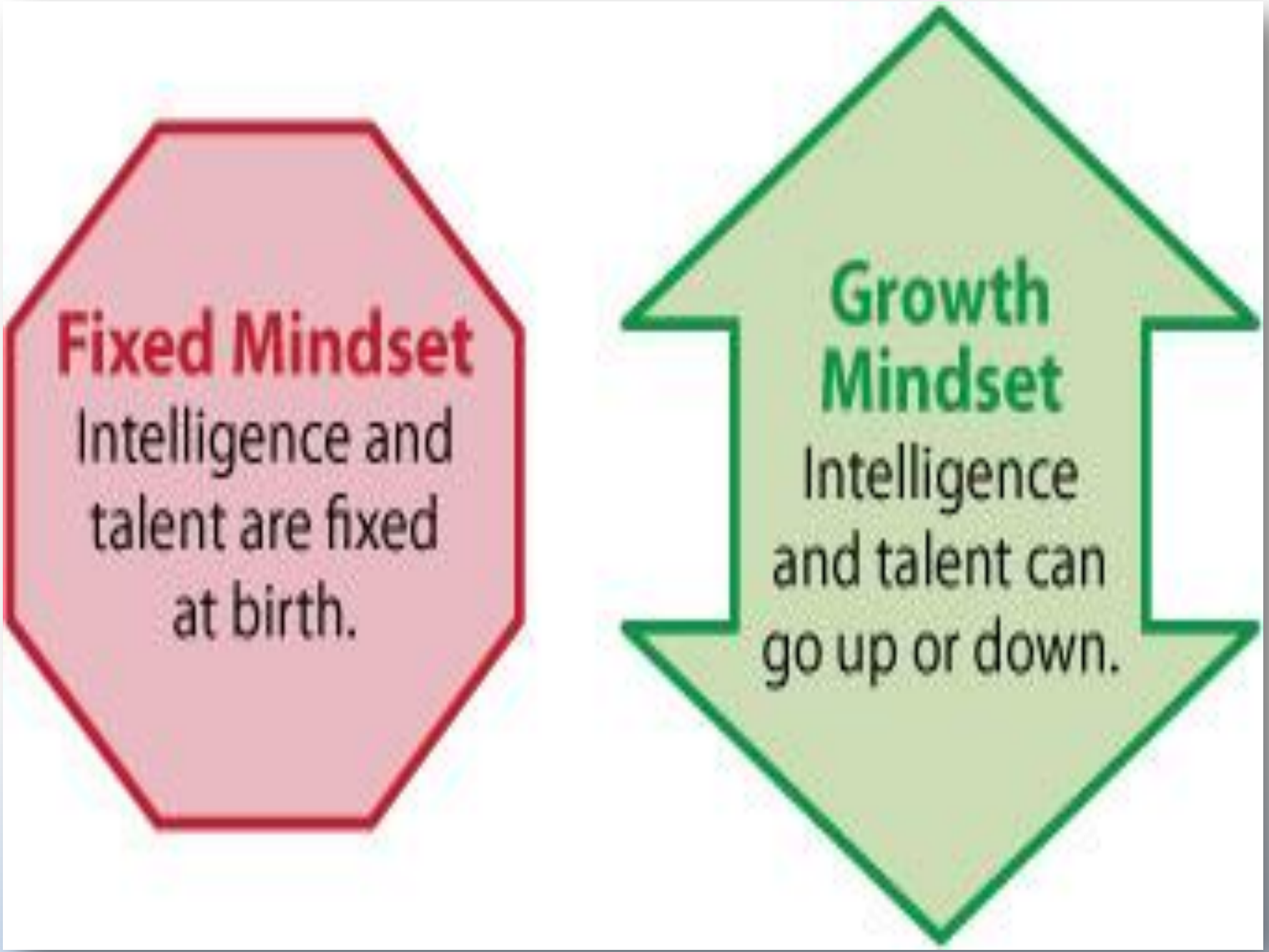
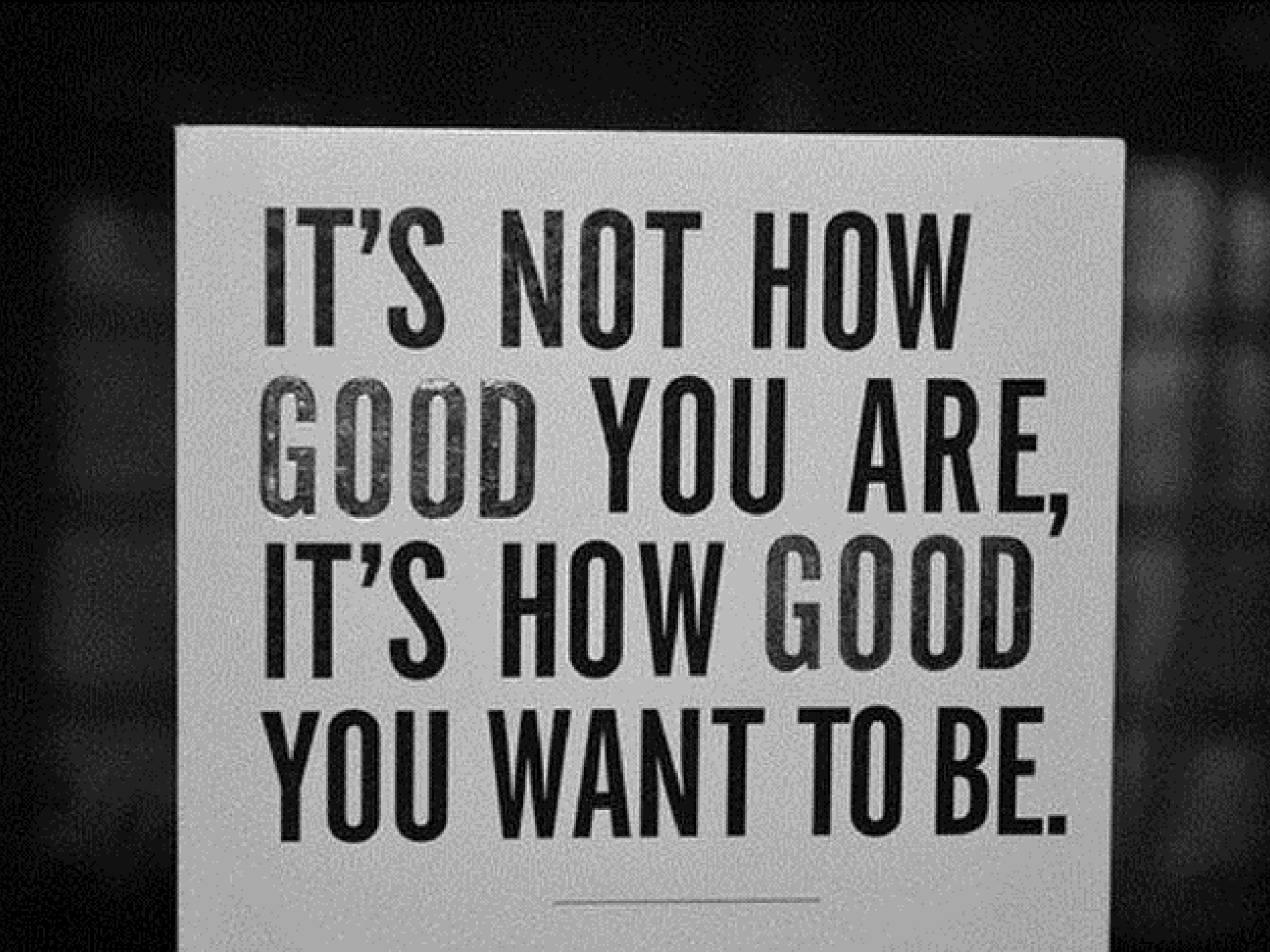
- *For him it was just, one by one, how do you make this last operation go better than the last one? Science is a series of dead-end alleys. It is not a eureka moment, it is not an act of genius, it required sticking to this problem for a couple of decades.*

Incremental view of ability

The Science of Mastery:
Growth Mindset




Fixed Mindset
Intelligence and talent are fixed at birth.
Growth Mindset
Intelligence and talent can go up or down.


IT'S NOT HOW
GOOD YOU ARE,
IT'S HOW GOOD
YOU WANT TO BE.

Quest, 2010, 62, 296-307
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Should Coaches Believe in Innate Ability? The Importance of Leadership Mindset

Melissa A. Chase

Leaders in sport need a growth mindset so they can transform themselves and believe in their ability to influence the transformation of others. A growth mindset is simply a way of viewing the world and being open to possibilities for growth.

CROSBY
37
IGINLA
USA
tve

“What matters most is what you learn after you know it all”

Journal of Sport Psychology in Action, 1:86–94, 2010
Copyright © Association for Applied Sport Psychology
ISSN: 2152-0704 print / 2152-0712 online
DOI: 10.1080/21520704.2010.528172

Routledge
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The Pyramid of Teaching Success in Sport: Lessons from Applied Science and Effective Coaches

WADE GILBERT
California State University, Fresno, California, USA

SWEN NATER and MARK SIWIK
BeLikeCoach, Cleveland, Obio, USA

RONALD GALLIMORE
University of California, Los Angeles, California, USA

An Integrative Definition of Coaching Effectiveness and Expertise

by

Jean Côté and Wade Gilbert

Reprinted from

International Journal of
Sports Science & Coaching

Volume 4 · Number 3 · 2009

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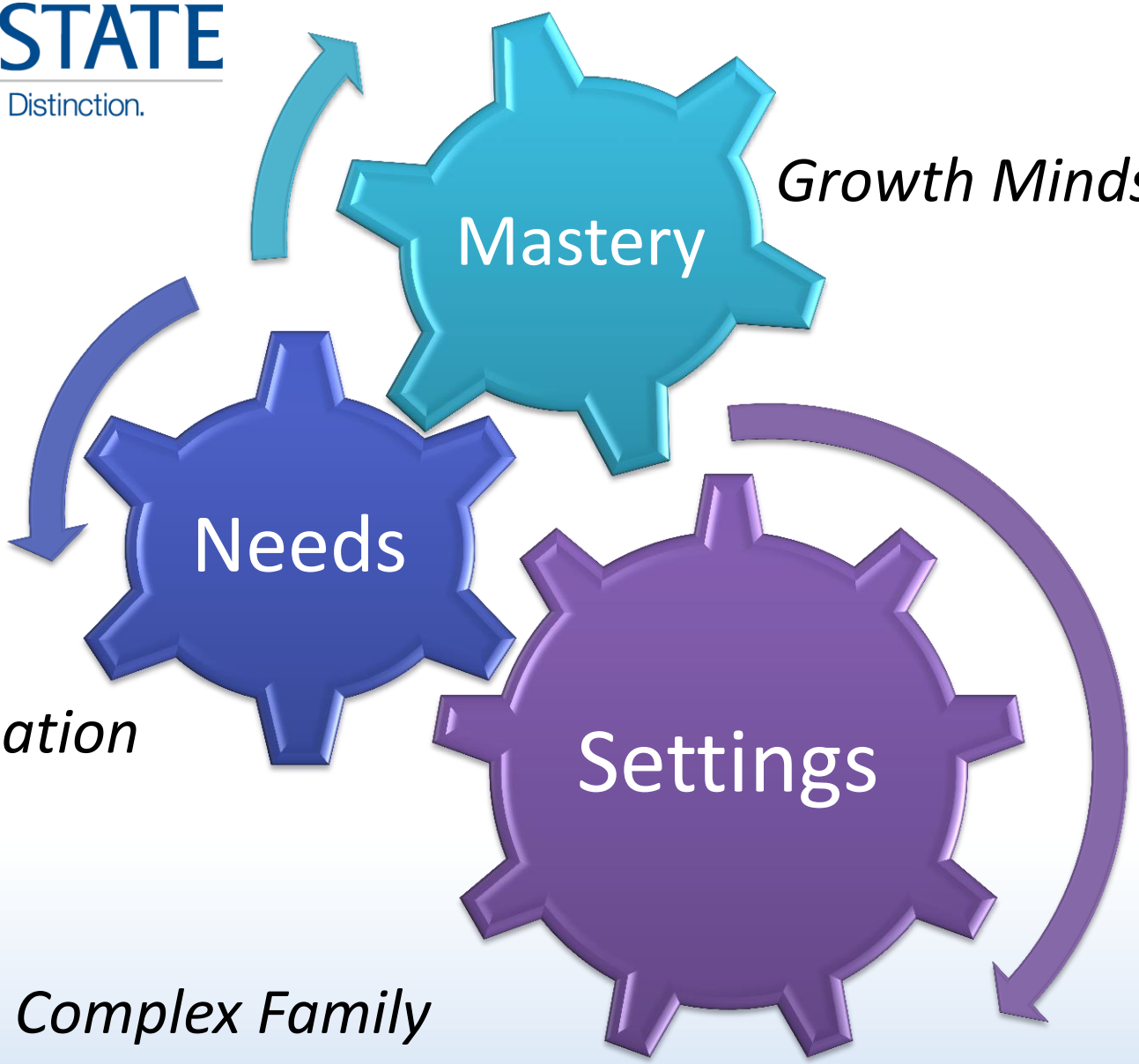


Growth Mindset

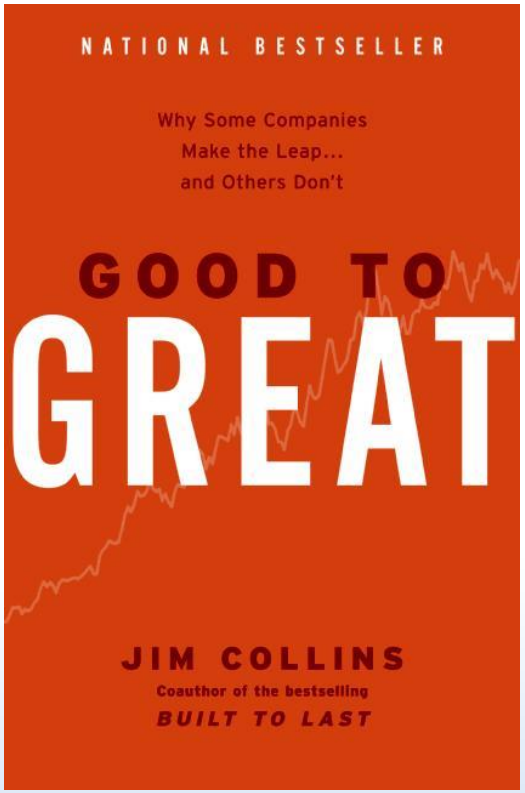
Self-Determination Theory

Complex Family

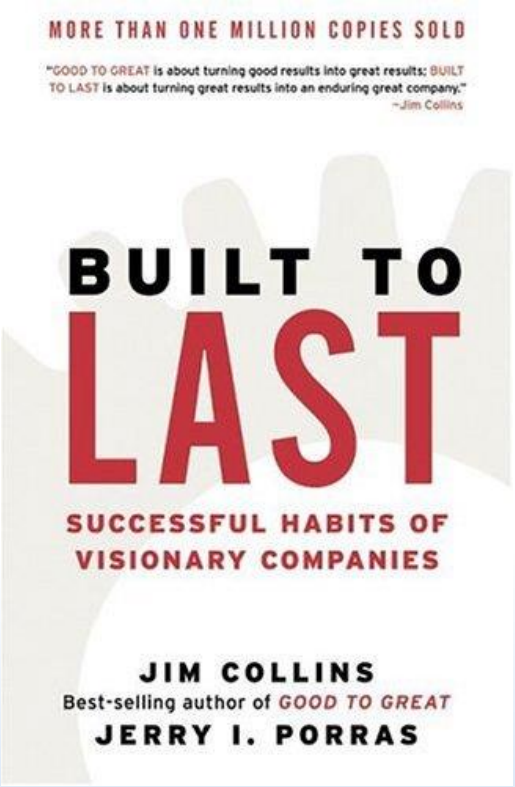
How can we create an integrated talent development setting for high school sports?

- 2,400 students
- 650 athletes
- 21 sports

Getting Started: *What Matters?*

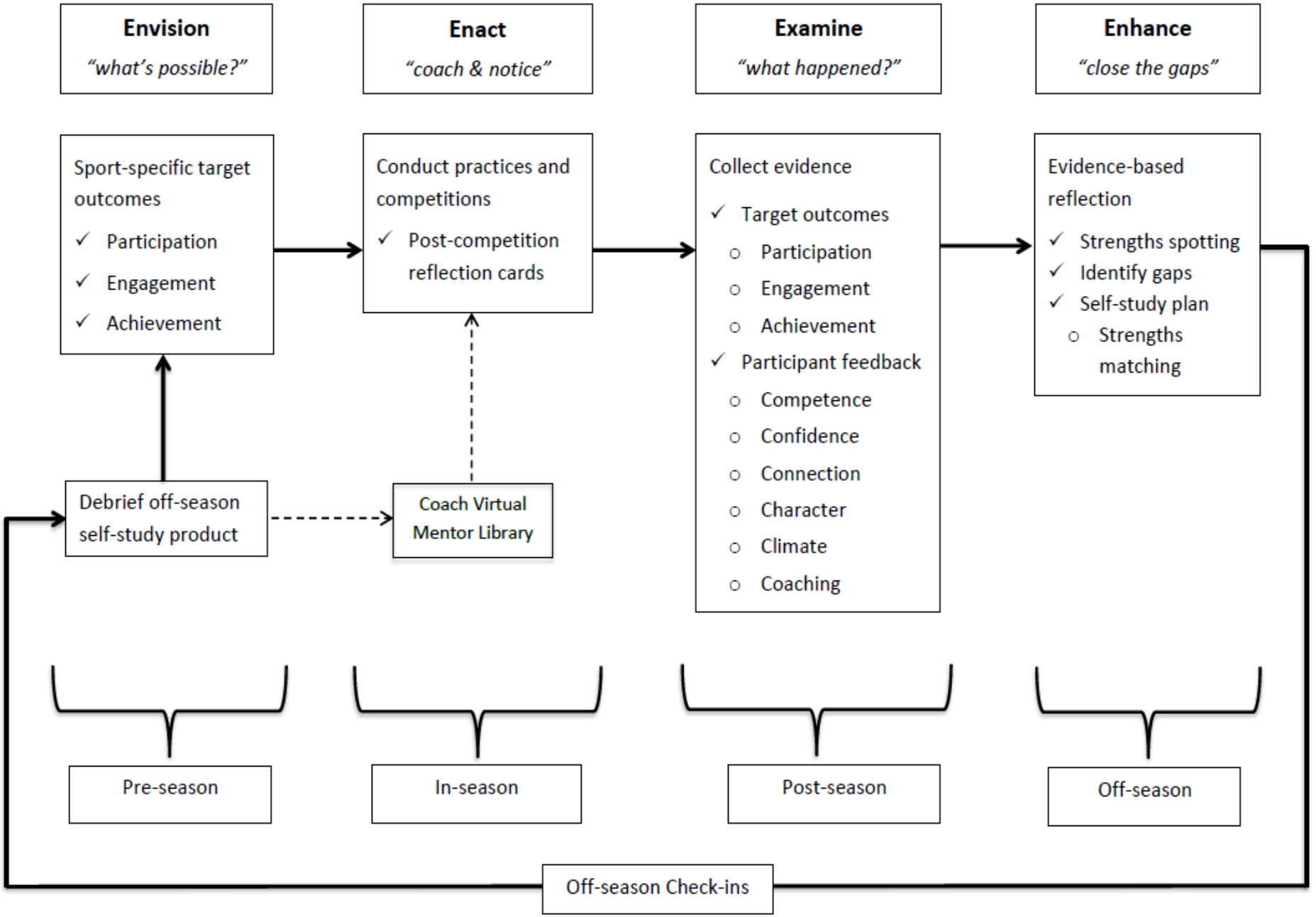


Core Values



Participate
High School Athletics
Achieve
Engage

FHS Athletics: Integrated Talent Development System



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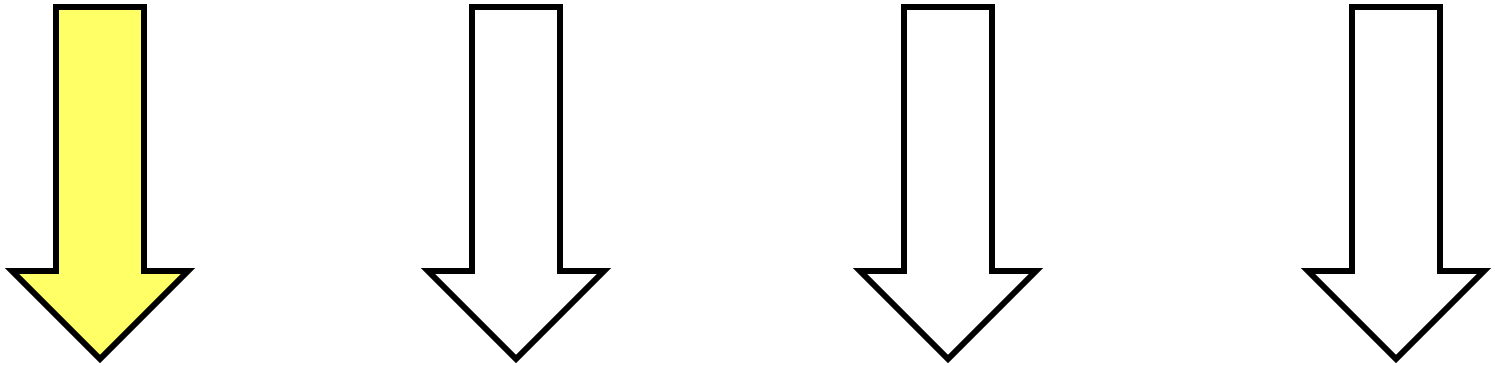
Discovery. Diversity. Distinction.

Envision *"What's possible?"*	**Enact** *"coach & notice"*	**Examine** *"what happened?"*	**Enhance** *"close the gaps"*



Pre-Season	In-Season	Post-Season	Off-Season

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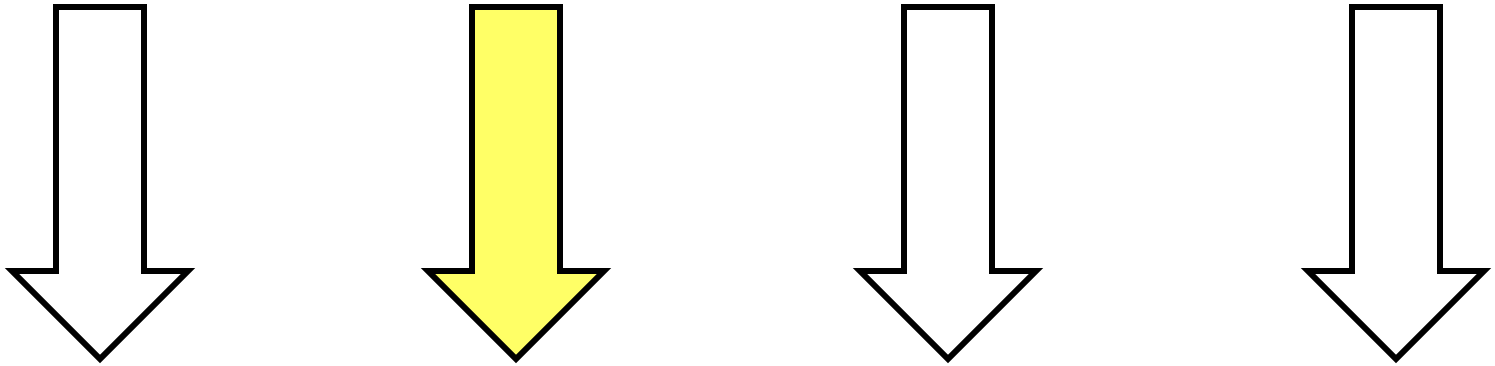

Pre-Season	In-Season	Post-Season	Off-Season

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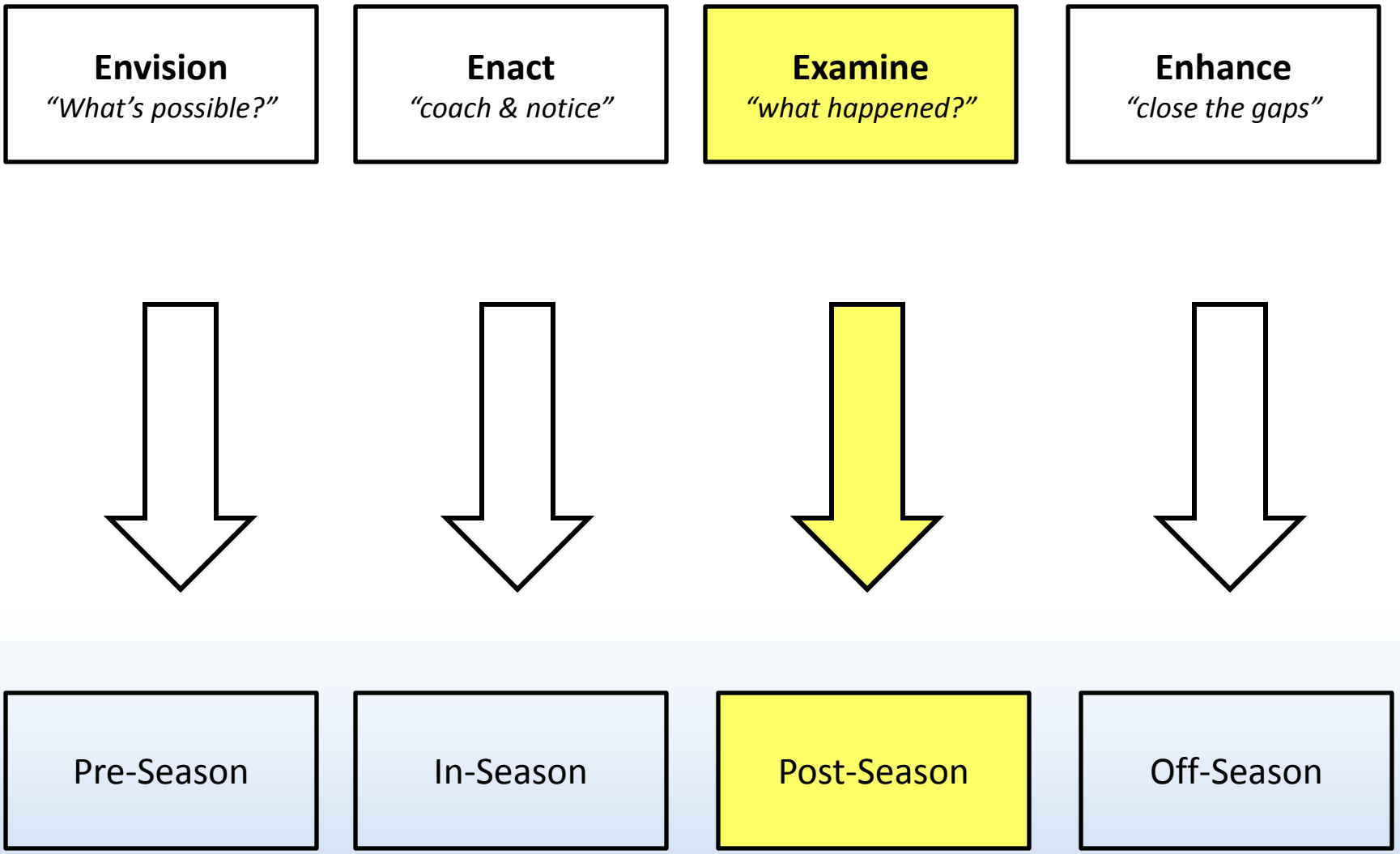
Discovery. Diversity. Distinction.



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Discovery. Diversity. Distinction.

Positive Youth Development: A Measurement Framework for Sport

by

Matthew Vierimaa, Karl Erickson, Jean Côté and Wade Gilbert

Reprinted from

International Journal of

Sports Science & Coaching

Volume 7 · Number 3 · 2012

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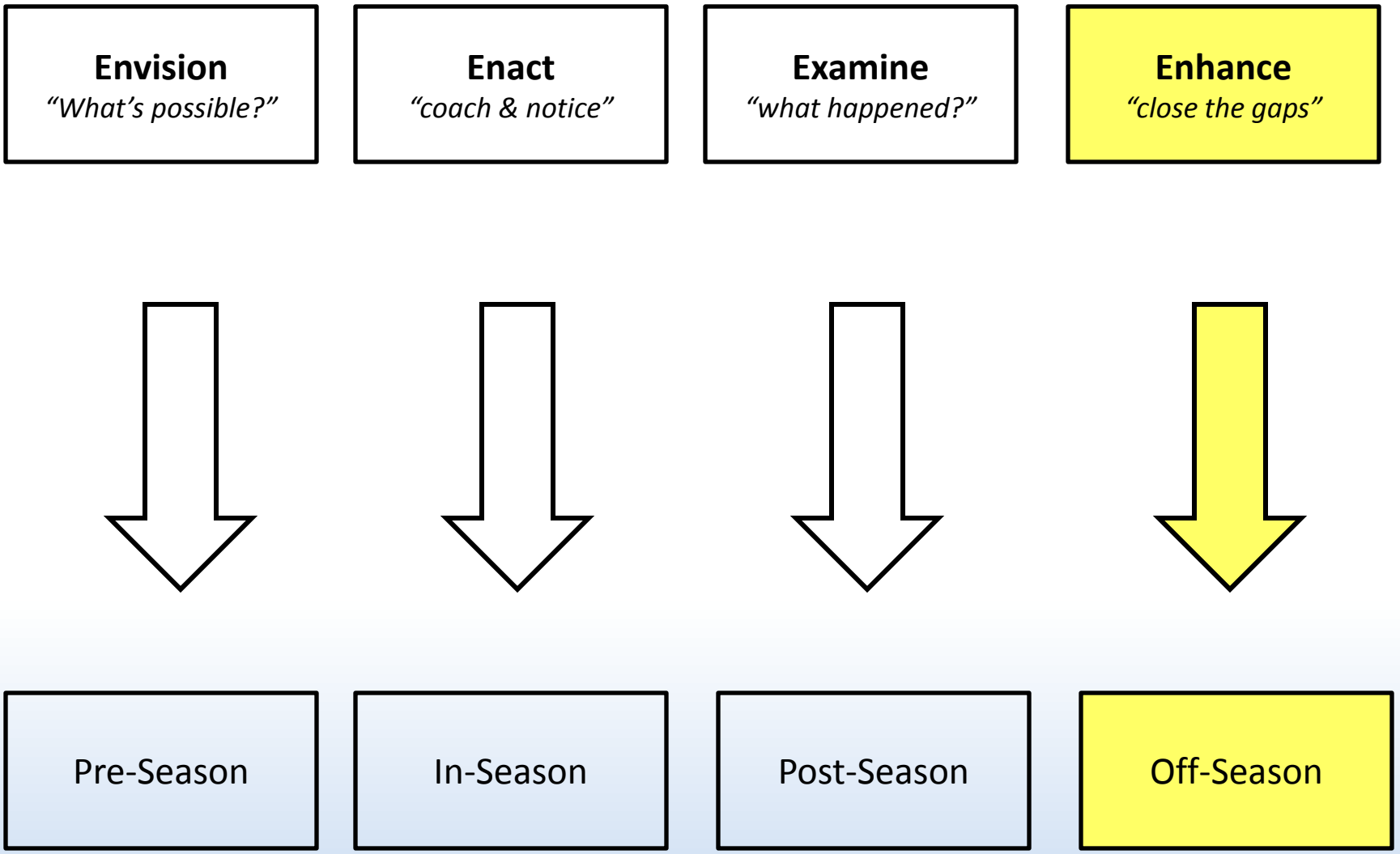

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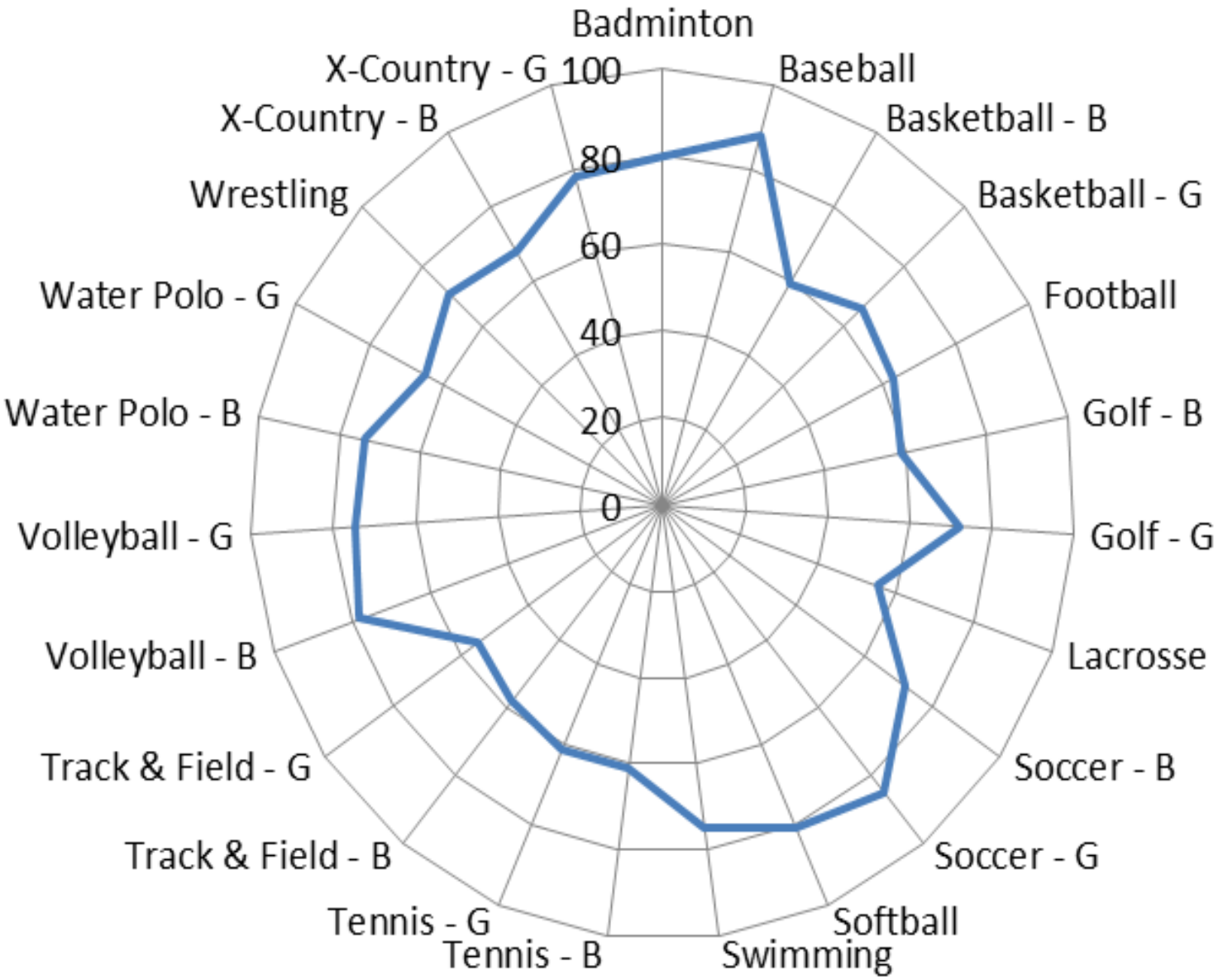
Sport Program X

Target Outcomes	Development Rate (%)
Participation	88%
Engagement	54%
Achievement	62%
Athlete Feedback	93%
Overall Development Rate	**ODR= 74%**

Overall Development Rate



IS THE SYSTEM HELPFUL?

- Yes, it was helpful in a way that allowed me to see where I need to improve upon as a coach.
- *Very helpful. It gave me a true insight as to what I needed to improve on and what I was doing well.*
- Feedback from the athlete survey was definitely helpful. It tells me how well I am doing as a coach.
- *The process is great. It works really well for me.*

FRESNO
WARRIORS
School of CHAMPIONS!

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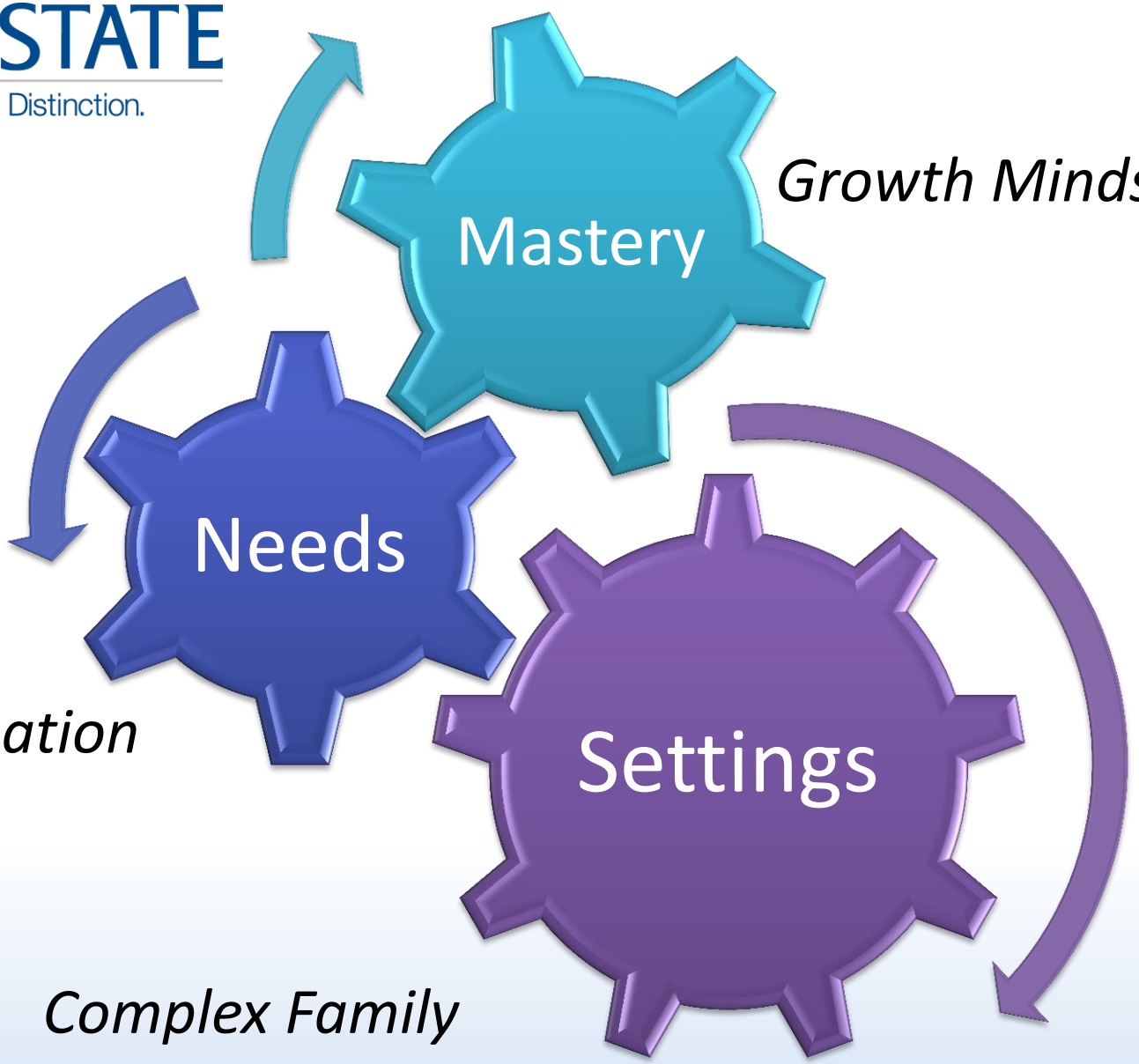

Growth Mindset

Self-Determination Theory

Complex Family

Long-term, repetitive success is a matter of building a principled system and sticking to it; principles are anchors

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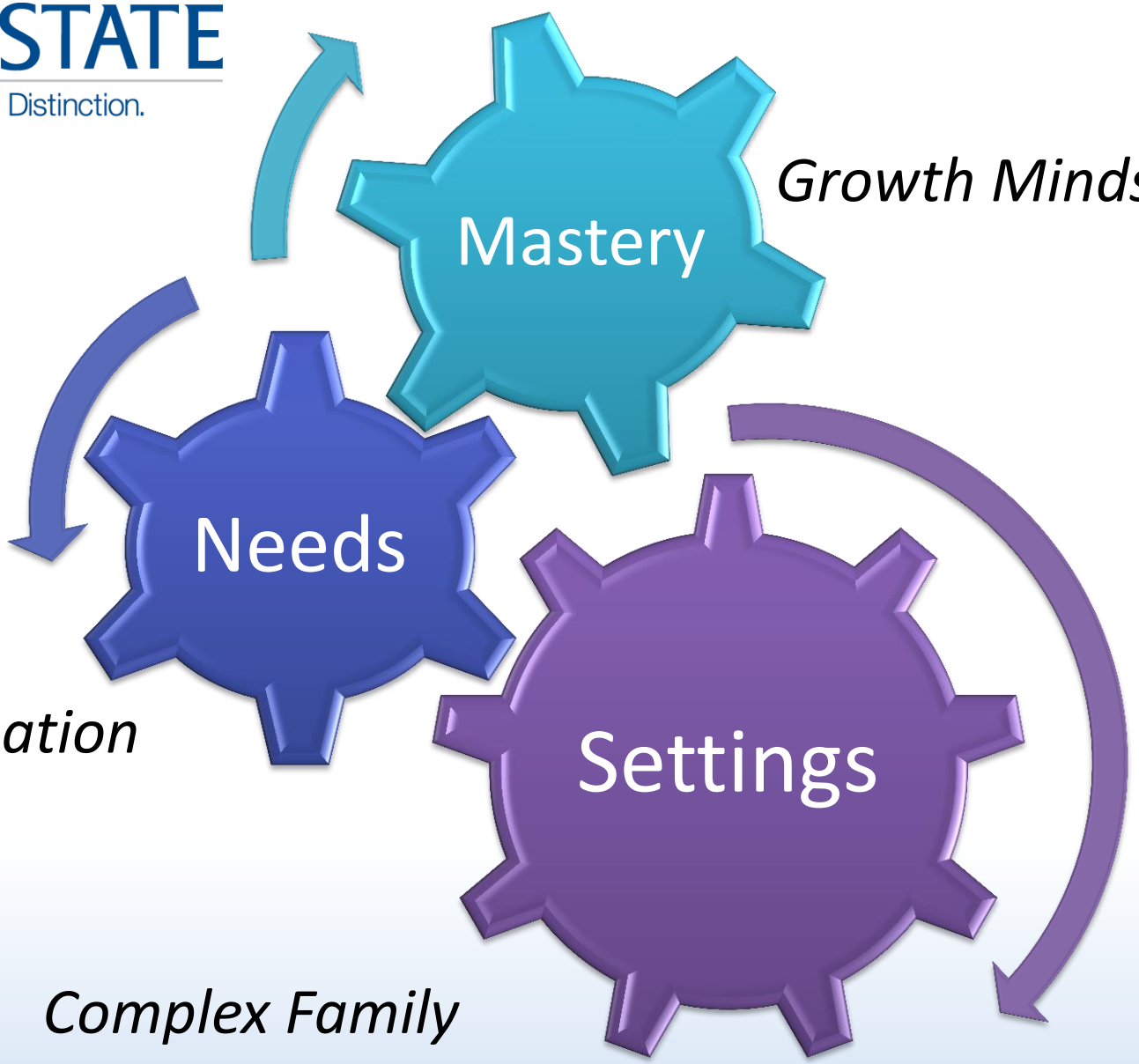

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