The Art of Athlete Management

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The World Swimming Coaches Association
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We know – not really very interesting.
You want drills, sets, and… cool stuff



This miiiiiiiiiiiiiiiiight be even better!

Testimonial



"This is a program where lives are changed the moment one steps on deck. The program, fostered and lived by, for 25 years, teaches children to be a good teammate, friend, leader, and person, and yes, even a great athlete and swimmer.

This is athlete (and life) management at a high level, where it matters most.



Viewing and analyzing the athlete from every angle

To connect everything

Bio –

- 45 years of experience
  - Summer-league
  - High school
  - Orinda Aquatics, USA Swimming
- ASCA Board (taught Level 1, 2, 4, 5)
- WSCA Board (Coach Education)

All programs have been:

- Culture-driven
- Performance-driven
- Highly successful
- And all have been relationship driven by high-level athlete management



WSCA

from roster
to high-level athlete
to leader



Why is it important?

- ✓ It ties the coach to the athlete
- ✓ It ties the athlete to the process
- ✓ It builds accountability and culture
- ✓ And it gives the greatest chance to reach one's potential (in swimming and in life).





- How well do you know each athlete?
- How well should you know each athlete?
- What do you track and monitor?
- Is your evaluation and management at a level that transforms your culture and performance?

Have a vision of each swimmer as a high performing (to potential) athlete and a leader/role model.
And then, “manage” your way to both.

A rock pile ceases to be a rock pile the moment a single man contemplates it, bearing within him the image of a cathedral.

- Antoine de Saint-Exupery



An exercise –

Choose a mid-level athlete

As we move through these areas, see how well you know that athlete





Areas of athlete management and oversight



The roster
Athlete/Group evaluation

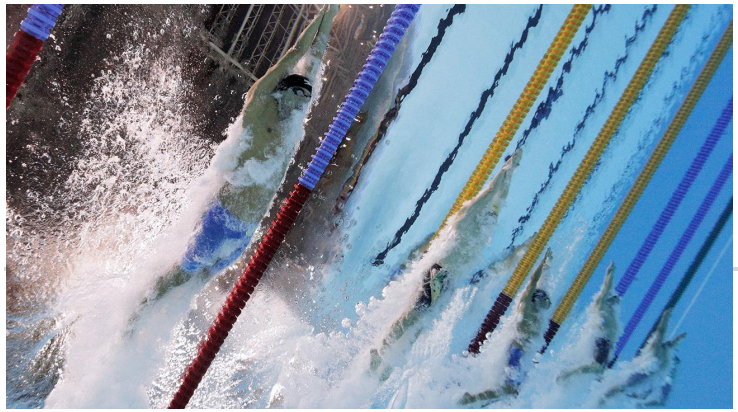




The roster
Group evaluation
Technique evaluation
Training evaluation/test sets & set tracking



The roster
Athlete/Group evaluation
Technique evaluation
Training evaluation/test sets and tracking
Meet plan and evaluation



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Race plans (review & analysis)
Goals - Short-term and Long-term
Key to personal growth/leadership
Keys to performance development
Knowing and supporting any personal of family issues
Weekly/Monthly notes
Parent issues/note
Misc: Buddy/Mentor relationships, job, etc.

College support/status
Relationship evaluation
Character/leader/trust evaluation



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College support/status
Relationship evaluation
Character/leader/trust evaluation
Meeting management/daily check-in



Let’s look at each



The Roster

Name (preferred)	Health/injury
Address, phone, etc.	Gear (all)
Age, grade, age-up	Equipment (all)
School (high School)	Came from…
Parent/emergency	Reason joined…
Buddy assigned	Received gear



Athlete/Group Evaluation

Six Areas	1-5	Note
Attendance	4.5	Misses occasionally for church
Effort	4	Does a good job but could push harder
Technique	3.5	New to the team, strokes are short and off balance
Maturity	5	Extremely mature (and humble and caring of others)
Meet Commitment	4.5	Attends all meets. Should swim more off-stroke events and distance
Team Commitment	5	An innate leader who looks to help at all times

evaluation for fall/winter 2023 (1-5)						
ttendance	training	technique	maturity	meet	team	total
4	3.5	3.5	5	5	5	26
5	4	4	5	4.5	5	27.5
4	4	4	5	4.5	5	26.5
5	5	5	5	5	5	30
4	3.5	5	5	5	5	27.5
5	4.5	4.5	5	5	5	29

Group Note: 1) fit, 2) move up candidate, 3) move down candidate

Level		Note	summer comment	attendance	training	technique	maturity	commitment	total	attendance	training	technique	maturity	commitment	total
Futures		good	training better	4	3.5	4	5	4.5	21	4	3.5	3.5	5	4.5	20.5
Futures		good	training better- shoulder	4	4.5	4.5	5	5	23	4	4	4	5	4.5	21.5
Jr Nat		good	training better	5	5	5	5	5	25	4.5	5	5	5	5	24.5
Futures		good	some shoulder issues	4	4	4.5	5	5	22.5	4	3.5	4.5	4.5	5	21.5
Sectionals		good	needs help w all strokes	4	4	4	5	5	22	4	4	3.5	5	5	21.5
Futures		good	generally good	4.5	5	4.5	5	5	24	4.5	5	4.5	4.5	5	23.5
Sectionals		Campo?	working on Free	3.5	3.5	4	3.5	4	18.5	3.5	3.5	4	3.5	4	18.5
Jr Nat		good	lots of physical & emotional issues	3.5	3.5	5	4	4	20	4	4.5	4.5	4	4	21
close to Sect		attend?	Bk sets good	2.5	3.5	3.5	5	3	17.5	2.5	3.5	3.5	5	3	17.5
Futures		good	Improving UW	4	3.5	4	5	5	21.5	4.5	3.5	4	4.5	5	21.5
Jr Nat		attend?	training better	4	4	5	4.5	4	21.5	3.5	4	4.5	4	3.5	19.5
Sectionals		good	working hard	4.5	5	5	5	5	24.5	4	4.5	4.5	4	5	22
Sectionals		good	Free training ?	2	2.5	3.5	5	5	18	2	2.5	3.5	5	5	18
close to Sect		good	great kid - DPS	3.5	3.5	4	5	5	21	4	3.5	4	5	5	21.5
Sectionals		good	good- uw & kick poor	3.5	3.5	4	5	5	21	3.5	3	4	5	5	20.5

Technique Evaluation

Stroke	Note
Fly	Hands cut in on entry and slide outside of body. Needs to set wider to find rhythm and power. Work 2-bt kick.
Back	Right arm over-reaches (lift up and push out), get head back, left pull is too deep and straight
Breast	Out sweep is too wide, and head rolls up too early. Narrow kick.
Free	Left arm crosses under body on breath, breath is high and late, right arm pull releases early.
Turns	Open turn – head too high, draw heels into hips. Flip turn – head drift deep (tighten rotation)
Starts	Chin is tucked on exit, legs are relaxed on entry

You can grade each stroke OR each segment of the stroke – catch pull, recovery, entry, head position, breathing, etc.

For each stroke, every athlete should know:

- Three stroke keys specific to their stroke
- Three general stroke keys (to a perfect stroke)
- THE MAIN THING

Additionally

- Turn keys (and cross-over turn)
- Start keys
- Underwater keys

Filming: Has the athlete been filmed?

Training Organization/Tracking

Name	1x25 UW Str	1x100 str K	1x200 str K	Threshold Fr - Interval, SC, HR	Threshold Str – interval, SC, UW, HR	Speed Fr 5x100 @ 2:00	Speed Str 8x50 @ 1:00	Challenge Set 20x100 @ FPSO	Pace Sets 16x50 @ FPSO (4-fr)
Jason	14.5	Br 1:30	3:20	100's @ 1:15, 14, 178	50's free @ 35 – held 31, 12SPL				
Susie	13.9	Fly 1:22	2:58	100's @ 1:20, 13, 188	50's bk @ 35 – help 38SR, 8KUW				
Bobby	16.1	Fr 1:19	2:52	100's @ 1:20, 15, 168	50's @ 40 breast – help 37 w/ 6SPL				

Other things to track in training sessions are:

- Turn time
- Pull-down distance (one full)
- SCAT (stroke count and time 50's)
- Turn Master sets
- 100/200 breast at 3 strokes per lap)
- 100 back at 15m each wall
- Target stroke rates, stroke counts, and kick counts in pace sets
- Mile and or 800 IM (fins)

	Sr 3/2 - 20x100@ 115 - 1/9	*Sr 3/2 20x100 3/20*					*Sr 3/2-20x50 fpso 1/10*	
3x100 Free desc; int, times, SC	En2 Free 100s: #, int, ave, sc	20x100@1:20	En3 Free 300: time, sc	En2 Stroke 100s: stroke, #, int, ave	En3 Stroke 300s: stroke, time	FPSF Free 100s	FPSF Stroke	Sp1 100 Free CU 8/10 spl
1:15; 04--02-01; 14 spl	**12x100 @ 1:15, ave 3, sc 14**			**Fly; 12; 1:30; ave 12**	**Fly ?? - 25 1A/50 Sw**	**5x100 @ 1:10 - good ave**	**4x50 Fly @ :40**	**1:01**
1:15; 03--02-01; 14 spl	**12x100 @ 1:15, ave 3, sc 14**		**3:06 - 14 spl**	**Back; 12; 1:20, ave 8**	**Back 3:20**	**5x100 @ 1:10 - good ave**	**5x100 Bk @ 1:15**	**1:02**
1:15; 02-00-58; 13 spl	**12x100 @ 1:10, ave 3, sc 13**		**3:02 - 13 spl**	**Back; 12; 1:15 - ave 6**	**Free 3:00; Back 3:10; Breast 3:55**	**5x100 Fr @ 1:05 - ave 1:01**	**5x100 Bk @ 1:10; 3x100 Bt @ 1:20; 3x50 Fly @ :35**	**57**
1:15; 02-01-58; 13 spl	**12x100 @ 1:10, ave 3, sc 13**		**3:02; 13 spl**	**Fly; 12; 1:20; ave 12**	**Fly 3:30 - 25 1A/50 Sw**	**5x100 Fr @ 1:05 - ave 1:01**	**3x50 Fly @ :35**	**58**
1:15; 02-01-59; 13 spl	**12x100 @ 1:10, ave 3, sc 13**		**3:04 - 13 spl**	**Fly; 12; 1:20; ave 10**	**Fly 3:25 - 25 1A/75 Sw**	**5x100 Fr @ 1:05**	**5x50 Fly @ :35**	**57**
1:15; 58-55-53; 13 spl	**12x100 @ 1:10, ave 58, sc 13**		**2:55 - 13 spl**		**Free 2:55**	**5x100 Fr @ 1:00**		**52**
				Fly; 12; 1:20; ave 8	**Fly 3:25 - 25 1A/75 Sw**	**6x100 Fr @ 1:05**	**5x50 Fly @ :35**	**59**
1:15; 00-58-55; 13 spl			**2:59 - 13 spl**	**Fly: 12; 1:20; ave 8**	**Fly 3:20 - 25 1A/50 Sw**	**6x100 Fr @ 1:05 - 13 spl**	**5x50 Fly @ :35**	**54**
1:15; 03--02-01; 14 spl	**12x100 @ 1:15, ave 3, sc 14**			**Back: 12: 1:20; ave 9**	**Back 3:30**	**4x100 @ 1:05**	**4x100 Bk @ 1:15**	**tbd**
1:15; 58-55-53; 12 spl	**12x100 @ 1:10, ave 58, sc 12**		**2:54 - 13 spl**	**Breast; 8; 1:15; ave 8; 5 spl**	**Breast 3:30 - 5 spl**	**4x100 Fr @ 1:00**	**3x100 Bt @ 1:10**	**52**
1:15; 05-03-01; 14 spl	**12x100 @ 1:15, ave 3, sc 14**			**Back: 12: 1:15; ave 6**	**Back 3:17**	**5x100 @ 1:10 - good ave**	**5x100 Bk @ 1:10**	**1:02**
1:15; 00-58-54; 13 spl	**12x100 @ 1:10, ave 58, sc 13**		**2:58 - 13 spl**	**Fly: 12; 1:20; ave 5**	**Fly 3:30 - 25 1A/50 Sw**	**6x100 Fr @ 1:05 - 13 spl**	**5x50 Fly @ :35**	**55**
1:15; 01-59-57; 13 spl	**12x100 @ 1:10, ave 2, sc 12**		**2:59 - 13 spl**	**Back: 12: 1:15; ave 4**	**Back 3:15**	**5x100 @ 1:05**	**6x100 Bk @ 1:10**	**55**
					Kick 200 Back			**tbd**
1:15; 01-59-57; 13 spl	**12x100 @ 1:10, ave 0 sc 13**		**2:56 - 13 spl**	**Fly; 12; 1:20; ave 9**	**Fly 3:25 - 25 1A/50 Sw**	**10x100 Fr @ 1:05 - 13 spl**	**5x50 Fly @ :35**	**56**
1:15; 03--02-01; 14 spl	**12x100 @ 1:15, ave 3, sc 14**			**Fly: 12; 1:20; ave 12**	**Fly 3:30 - 25 1A/50 Sw**	**3x100 Fr @ 1:05**	**4x50 Fly @ :35**	**1:00**

Meet Plan

-Here, have the calendar laid out with all meets and open weekends.
-Code (color) each meet by regular (swim through), short rest, peak (taper/shave)
-List events by day below the meet name and make entry notes
After each meet, make notes on good, bad, etc. including meet process and race quality
The plan and the notes should flow to high-level performance



League Meet events	League meet notes	North Coast events	North Coast notes	Walk On Meet SCY	Walk On Meet LC
				SAME ORDER SC/LC: 200 Bt, 100 Fr, 200 Bk, 200 Fly, 200 Fr, 200 IM, 100 Bk, 500 Fr. 100 Bt, 100 Fly, 400 IM, 50 Fr, 1650	
April 28-30		May 6-7		May 8	May 8
50 Fr 24.2, 100 Fly 57.3	fast suit, no shave	50 Fr, 100 Flly	goal top 8, best times	decided not to go	100 Fr, 100 Fly, 50 Fr
100 Fly 56, 100 Back 57	prelims only, fast suit, no shave	100 Fly, 100 Bk	top 8 Fly, Back ?	decided not to go	
200 Fr 1:52, 100 Bt 1:04	T reg suit, F fast suit, no rest	200 IM, 100 Bk	IM 2:01 win, Bk 55	200 Bk, 100 Fly, 50 Fr	100 Fr, 200 IM
200 Fr 1:53, 100 Fly 55.9; 200 FR LO 23.8	T reg suit, F fast suit	50 Fr, 100 Fr	50 23.5, 100 50.9	decided not to go	100 Fr, 200 IM, 100 Bk
200 IM 1:58, 500 Fr 4:56	fast suit trials, shave for finals	200 IM, 500 Fr	consol IM,	400 IM, 200 Fly, add ?	
200 Fr 1:43, 100 Fly 53	fast suit trials & finals, no shave	200 Fr, 500 Fr	200 final, 500 4:38	100 Fr, 100 Fly, add 50	200 Fr, 50 Fr
200 Fr 1:45.0, 100 Fr 48	fast suit trials & finals, shave	200 Fr, 100 Fr	200 1:44 consol	100 Fr, 200 Fr, 100 Bt	100 Fr, 200 Fr, 50 Fr
200 IM 2:05, 100 Fly 55.	T fast suit - no finals	200 IM, 100 Fly	IM 2:03 3rd, Fly 54 win	did not enter	200 Fr, 100 Bk, 50 Fr
200 IM 2:01, 500 Fr 5:02	fast suit trials, shave for finals	?	IM ?	did not enter	
100 Fr 52.6, 100 Bt 1:04.6	fast suit trials, shave for finals	100 Fr, 100 Bt	100 Fr 52 consol, Bt 1:04 final	100 Fr, 100 Fly, 50 Fr	100 Fr, 100 Bt
reg suit 100 Fr 46, 50 Fr 21	T reg suit, F fast suit	50 Fr, 100 Free	50 20.4, 100 44 low win	did not enter	
200 Fr, 1:47.5, 500 Fr 4:46.1	prelim only - shave	200 Fr, 500 Fr	200, 500 best times	200 Fly, 1000 Fr	
200 Fr, 500 Fr	fast suit trials, shave for finals	200 Fr, 500 Fr	200, 500 best times	200 Bk, 200 Fly, 1000 Fr	100 Fr, 100 Fly
200 IM 1:58, 100 Fly 52; Fr split 48.2	fast suit trials, shave for finals	200 IM, 100 Fly	IM 1:57 consol, Fly 51 consol	200 Fr, 100 Bt, add ?	

Race Plan

Event	Keys	Pace	SR/SC	UW	Breathing
200 back	Tempo/UW	16.0	40 through 150, 42 at 175, close at 44+	10KUW to breakout ahead, then 7-8, close at 10	na
100 fly	Stay long, UW	14.0	55/7-8 (tbd)	12 (15m), 8/8/10	1 up/1 down, breathe into wall but not on breakout
500 free	Hold DPS and balance, controlled early	15 low; build last 75	38 SR/14 SPL	3 kicks	Third – two to a side



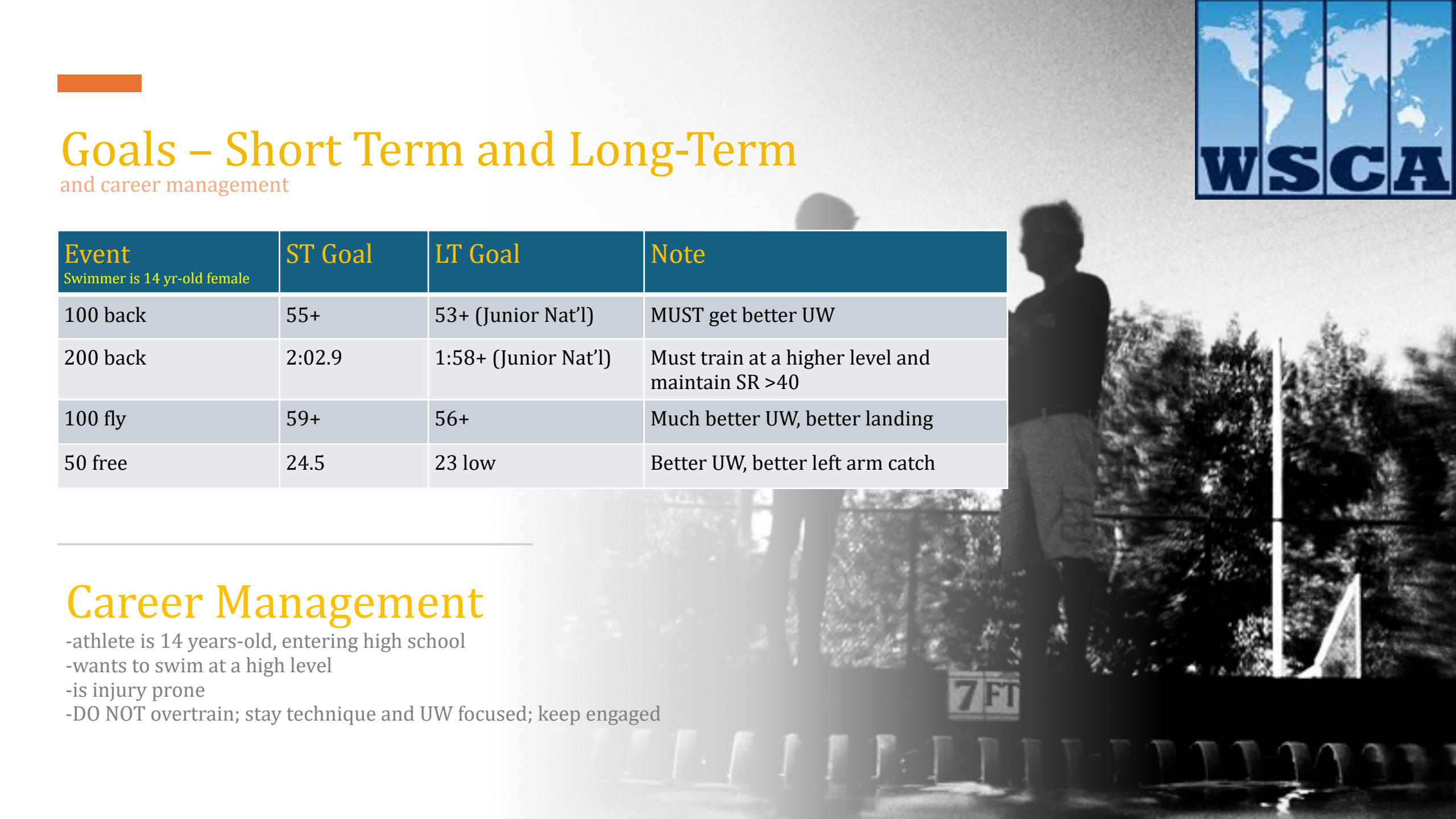
Each swimmer should be able to articulate a race strategy (that should be trained for), in the above areas

Each race should be reviewed against that plan, and NOT by time alone.

Goals – Short Term and Long-Term

and career management

Event Swimmer is 14 yr-old female	ST Goal	LT Goal	Note
100 back	55+	53+ (Junior Nat'l)	MUST get better UW
200 back	2:02.9	1:58+ (Junior Nat'l)	Must train at a higher level and maintain SR >40
100 fly	59+	56+	Much better UW, better landing
50 free	24.5	23 low	Better UW, better left arm catch



Career Management

-athlete is 14 years-old, entering high school
-wants to swim at a high level
-is injury prone
-DO NOT overtrain; stay technique and UW focused; keep engaged

Keys to Performance Development

Always know and convey (macro) keys to development. These should be the primary drives to accelerated success. Examples might be:

- General strength
- Distance-per-stroke
- Improve underwater endurance/speed
- Better race pace





Keys to Personal Growth

These should be the primary drivers that elevate an athlete's maturity and growth. Examples might be:

- Resilience
- Self-confidence
- Communication
- Play a leadership role





Personal/Family Issues

Are you aware?
Can you help (lean in)?





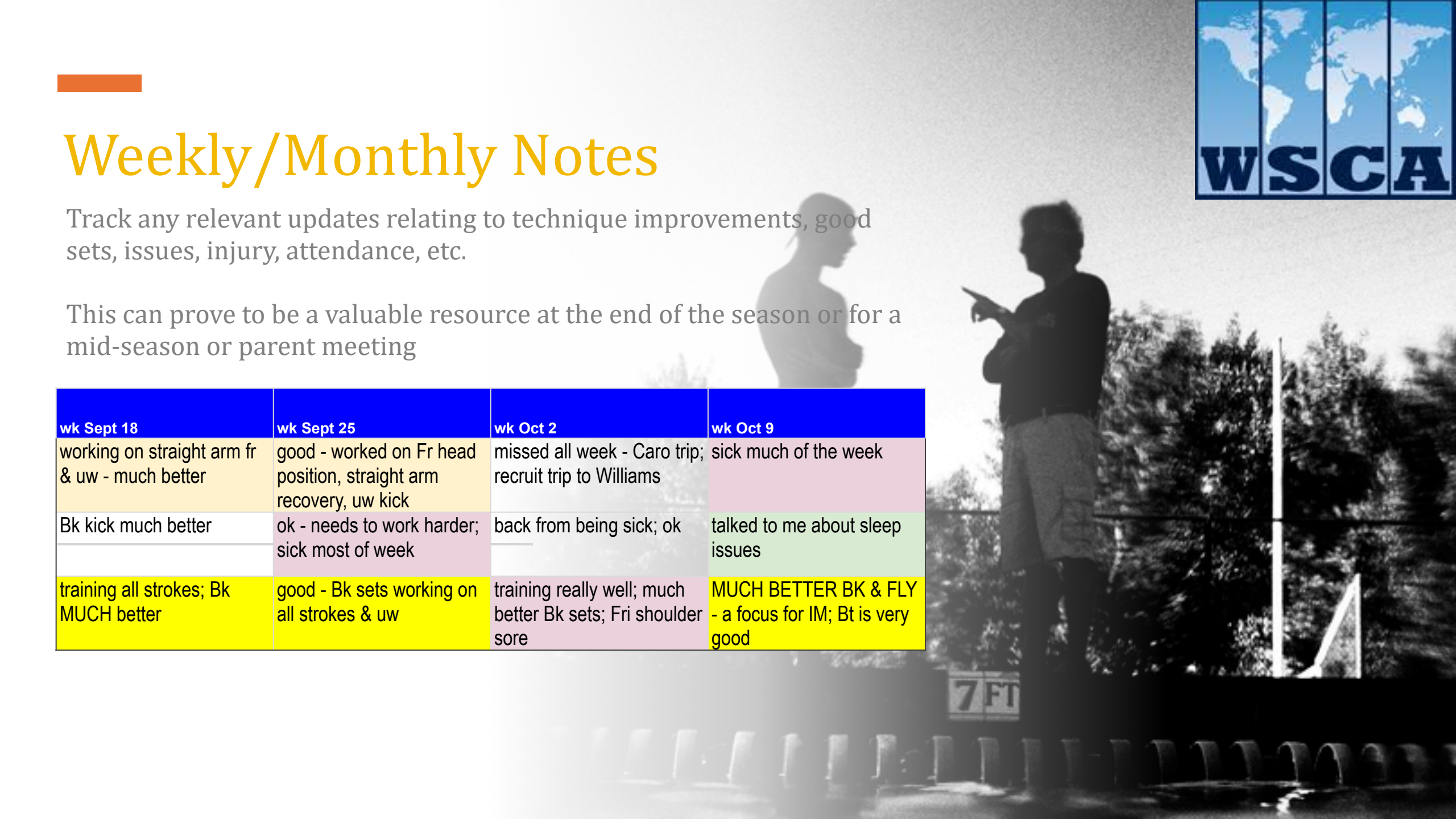
- Marital issues
- Parent illness
- Bullying at school
- Depression
- Health issues
- Negative friend influence
- Even ego needs management

Weekly/Monthly Notes

Track any relevant updates relating to technique improvements, good sets, issues, injury, attendance, etc.

This can prove to be a valuable resource at the end of the season or for a mid-season or parent meeting

wk Sept 18	wk Sept 25	wk Oct 2	wk Oct 9
working on straight arm fr & uw - much better	good - worked on Fr head position, straight arm recovery, uw kick	missed all week - Caro trip; recruit trip to Williams	sick much of the week
Bk kick much better	ok - needs to work harder; sick most of week	back from being sick; ok	talked to me about sleep issues
training all strokes; Bk MUCH better	good - Bk sets working on all strokes & uw	training really well; much better Bk sets; Fri shoulder sore	MUCH BETTER BK & FLY - a focus for IM; Bt is very good



Parent Issues/Involvement

Parent's' involvement (absent or aggressive)
Pressure at home (threats to quit)
Critical of staff
Negative with other parents
Making meet/event decisions for athlete
"Coaching" their child
Etc., etc.

Keep notes



College Support (Juniors in High School)

- General meeting (all)
- Parent meeting (all)
- Individual meeting
- Parent meeting (athlete)
- College list
- Help with coach communication
- Write letter of recommendation
- Reach out to college coaches
- Help with decision



MISC:

Track miscellaneous things like each athlete's:

- Big (or little) buddy
- Group mentor or mentee
- Job or workout responsibility such as; lane lines, pool covers, send-off's, flags, locker room, dry land, new member support, etc.



Relationship Evaluation

Always know the depth of your relationship with each athlete (and why). Make every effort to close the gap with those you are not close to. You can track 1-5.



Character/Trust Evaluation

You should always evaluate athletes (kids) on a character/ trust basis. This will become the iron-clad foundation of your program and team. It can be a simple 1-5 scale. The goal is all 5's!

- Do you trust the athlete implicitly?
- Would you trust them if left a lone at a workout (I know, Safe Sport)
- Would you trust them left alone at a hotel (teen)?
- Would they make an outstanding team captain?





Meeting Management/daily check-in

Plan weekly meetings to connect larger messages to the group as a whole and to each athlete:

- character/leadership
- season plans
- areas to improve
- race strategy

Have daily check-in evaluations

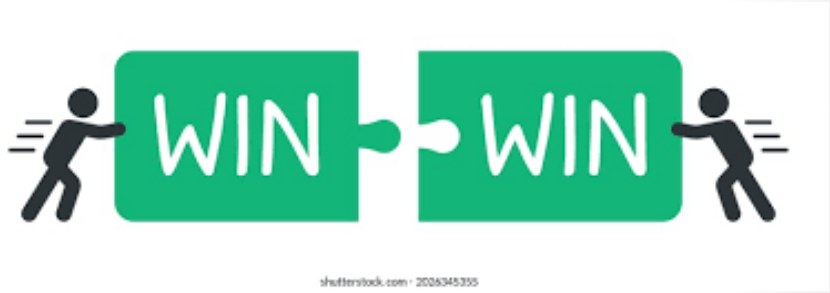
- How are you doing?
- Workout grade?
- Athlete: "A-"; Coach: "more like a B"



Conclusion

With adept and focused athlete management, and a 360-degree view, you will elevate:

- Coach-athlete relationships
- Athlete-team relationships
- Athlete connection to the sport and process via-
  - Attendance, focus, and effort
- Accountability
- Career longevity
- Aaaaaaaand performance



Process/Systems

- Decide what to track
- Decide how to track (excel/Google Sheets, other)
- Decide when to track (which day of week)
- Set elevated system for age-group, senior, national
- Be consistent
- Adjust process each year



Thank you! Questions?





Good luck with your athlete management!