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Newsletter

ASCA

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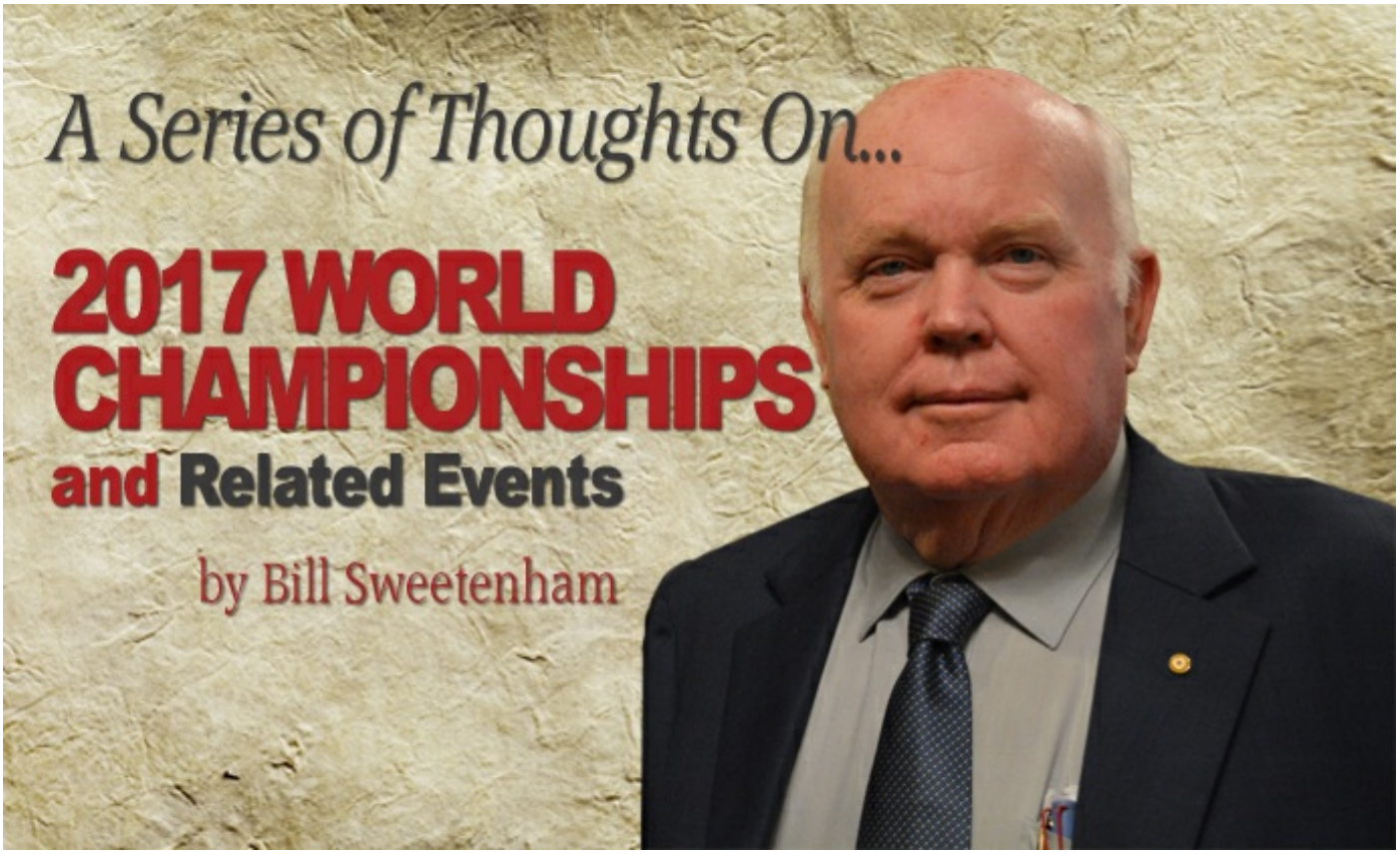

A Series of Thoughts from the 2017 World Championships and Related Events

by Bill Sweetenham
Hi All. I am writing this in response to the many questions I am receiving about the current world championships. Most are centred around the exceptionally poor performances of the Australian team. Let me leave that subject alone and talk on strategies for a pre Olympic world's no matter where you are from and this I hope will create a greater understanding of how it all fits. I hope this is helpful and may even cross into other fields of endeavour. How you interpret this is up to you entirely. However history has shown these proven facts. Look at which strategies fit:

- This competition is not fast !
- This competition and the results have little conversion to the up coming Olympic results.
- The USA doesn't send their best team as the athletes are tied up in academic time restraints.
- look at which country swimmers swam faster through the rounds of heat,semifinals and finals.
- look at finals and identify what athletes were 18 or younger in the final. Chances they will step up at the next major competition usually the forth coming Olympics.
- look at semi finals and identify which athletes aged under 18 or younger who just missed the final. They will be motivated and hungry for the next competition and dangerous.
- identify the home country country for the next two Olympics as chances are that the country will pump a significantly larger amount of resources into their program and athletes.
- be wary of the last country who held the Olympics as there will be a carry over from the above strategy from a home Olympics. Ie Australia in 2001 and 200 2 and Brazil in Budapest.
- look at the 200 metre form stroke events if you want to observe each countries strength as a national team ie

the better countries will have 2 finalists in each event ie 200 metres fly,back,breast and medley events. Or at the very worst a podium result and a semi finalist under 18 years of age.

- the 4×200 is the event to indicate the health of a nation's health in competitive swimming
- for women there will be 4 athletes coming from the 400 down and 2 to 3 athletes coming from the 100 up however there are many examples of all team members coming from the 400 down. For men the opposite strategy applies in that there should be 4 swimmers coming from the 100 up and 2 to 3 swimmers coming from the 400 down.
- the relay teams have prepared and practised as a team for the previous 2 years.
- The Commonwealth games are completely IRRELEVANT as a global meet and has little significance on the world stage. Only meets the emotional criteria for commonwealth countries. This often results in both false hopes and or complacency or unrealistic expectations leading into an Olympic event or global event for commonwealth countries
- look at those countries where the national selection policy in terms of rankings of the individual is close to the desired outcome of the national team at the competition. As an example if a country wishes to be top 3 nations at the meet then the majority of individual selections must be based on top 3 to 6 in the world for their individual event. These countries will out perform countries who do not have a result focused selection policy. At least 70 percent of the individuals on the team must qualify at the level that the team wishes or desire to perform If the team wishes to be top 4 at the meet but only 40 percent of the team qualify at that level than their is very little if any that the team goal will be met.
- the most crucial fact that is vitally important is the INDIVIDUAL STAFF MEMBERS MAN FOR MAN MUST BE SUPERIOR IN KNOWLEDGE AND EXPERIENCES TO THAT OF ANY OTHER TEAM IN THE COMPETITION. A study of this fact alone will tell where a team will perform. Ie is the team manager on your team more knowledgeable and experienced to that on any other team in the competition ? ? ? If not than your team cannot and will not win. This goes for each and every staff member on the team. This must be an uncompromising fact which will dictate the end result.
- each and every staff member must have a role clarity statement and measured against this strategic fact and outcome and be held responsible and accountable for this without compromise.
- can each and every staff member provide a winning opportunity for each and every athlete on the team of athletes and other staff members.
- has a critical pre competition performance audit been done ie better to do a premortem rather than postmortem.
- the above includes all forms of rehearsal strategies.
- at the competition what percentage of the team passed opposition athletes in the last 25 percent of the race compared with then getting passed. Know this fact about your opposition athletes as well.
- improved rankings at the meet. Try to convert up ie convert 9 th placing into final positions and 4 The to podium and silvers to gold positions etc.
- have uncompromising relay selection policies and fair.

Here is but a few of the policies that I consider important.

- no staff member to leave the competition venue until all swimmers warmed down.

END

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THE STAR TURNS OF BUDAPEST 2017 WORLDS: DRESSEL, LEDECKY, SJOSTROM & PEATY

By Craig Lord

The racing is done, the USA is the top team, bolstered by the two medal-winning giants of the meet Caeleb Dressel with 7 golds, and Katie Ledecky, with 5 golds and a silver.
It is one of the most dominant US shows of force in the history of world championships, though comparison buy straight numbers no longer works, FINA having opted for the bolt on diet of more is more even when less would have been more.
The best outcome for the USA was Melbourne 2007, when Michael Phelps won his seven golds, including 5 solos and 4 world records and there were no mixed relays: 20 gold, 13 silver and 3 bronzes for 36 in all. This time round 18 gold, 10 silver and 10 bronze for 38.
Further analysis down the line. For now, some numbers …

The performances of the championships

- 25.95 1025 **Adam Peaty** GBR 50m breaststroke WR semi
- 51.71 1010 **Sarah Sjostrom** SWE 100m freestyle WR 4×100 relay lead

Dressel matches the all-time single-championships record haul of seven golds medals, collected by **Michael Phelps at Melbourne 2007**, however, Phelps' tally is the greater score: it included 5 solo events and 2 relays, while Dressel built his seven achievements on three solo events and four relays that include the two mixed events that have been added to the world-championships program since Phelps swam his last race in world-title waters back in 2011.
Phelps' Melbourne 2007 campaign is the gold standard of World-Championship performances. It included 4 solo world records:

- 200 m freestyle: **Michael Phelps (USA) 1:43.86WR** (Phelps' last turn would change forever the meaning of walls in swimming)
- 100 m butterfly: **Michael Phelps USA 50.77**
- 200 m butterfly: **Michael Phelps USA 1:52.09WR**
- 200m medley: **Michael Phelps USA 1:54.98WR**
- 400m medley: **Michael Phelps USA 4:06.22WR**
- 4×1 oom freestyle: USA- Michael Phelps (48.42); Neil Walker (48.31); Cullen Jones (48.67); Jason Lezak (47.32) – 3:12.72
  CR; Italy; France

- 4x200m freestyle: USA – Michael Phelps (1 :45.36); Ryan Lochte (1:45.86); Klete Keller (1:46.31); Peter Vanderkaay (1:45.71); Australia; Canada

Ledecky topped the women's medals table with five gold medals and a silver behind **Federica Pellegrini** (ITA) in the 200m freestyle that kept the American from matching her former teammate **Missy Franklin's** six-golds haul of Barcelona 2013.
In claiming five gold medals, however, Ledecky sprang to the top of the all-time medals table for the world championships 1973-2017 with 14 gold medals in total from the 2013, 2015 and 2017 championships.
Phelps tops the men's overall table with a staggering 26 gold, 6 silver and 1 bronze, for 33 in all, over 10 years, 2001-2011.
The bloated world-titles schedule that FINA has built in part because it has long wanted to be able to say, with Olympic broadcast revenue in mind, that 'aquatics is bigger than track and field', has rendered medal-count comparisons somewhat pointless. Inevitably, in program with more than 40 events will offer far more medal chances than a 28-event schedule. Take Phelps in Melbourne 2007, add the medley relay that was not to be and the two mixed relays and you have a 10-gold-medal shot for the G.O.A.T. Ripple the thought out to many more (Simone Manuel, with 5 gold and a bronze in Budapest; Emma
McKeon – 6 medals, the most won by any Australian woman at world titles; etc) and, however worthy the efforts may well have been, it is hard then to argue with those folk beyond the water's edge who think multi-medalling in swimming all too easy, even when clearly it is rarely, if ever, so.
This was no post-Olympic soft-option of a season: If seven solo events among women were won in faster times than the Olympic title in 2016 (in 6 events Rio was faster) then the same tally among men was 10
faster in Budapest – including all freestyle events – just three swifter in Rio. There were finals in which the Olympic podium in Rio would have finished outside the top 6 in Budapest.

The Top Points Performances of Budapest 2017

- (1,000 points is the world record at the start of the meet before adjusting to the new level, the points scores reflecting the magnitude of gain on existing standards; Nick Thierry's IPS system uses a quotient that takes account of the spread of speed deep through the rankings)

• 25.95 (1025)	**Adam Peaty**	GBR	Som breaststroke WR Semi
• 25.99 (1023)	**Adam Peaty**	GBR	50m breaststroke GOLD
• 26.10(1017)	**Adam Peaty**	GBR	50m breaststroke WR Heat

• 51.71 (1010)	**Sarah Sjostrom**	SWE	1 00m freestyle WR 4×100 relay
• 1:04.13 (1005)	**Lilly King**	USA	1 00m breaststroke WR GOLD
• 23.67 (1004)	**Sarah Sjostrom**	SWE	50m freestyle WR semi
• 29.40 (1004)	**Lilly King**	USA	50m breaststroke WR GOLD
• 58.10 (1001)	**Kylie Masse**	CAN	1 00m backstroke WR GOLD

World records:

- Solo events: 7
- Relays: 4: Mixed freestyle (USA. 3:19,60

The top medals tallies at Budapest 2017

Men: Caeleb Dressel (USA)
50m freestyle WTB 21.15
100 m freestyle 47.17
oo m butterfly WTB 49.86
4×1 00 m freestyle
4×100 m mixed freestyle
4×100 m mixed. medley WR 3:19.60

Women: Katie Ledecky (USA)
400 m freestyle
800 m freestyle
1500 m freestyle
4×1 oo m freestyle
4×200 m freestyle
200 m freestyle

Medals Table

The USA is king once more, their dominance of world swimming reinforced with a following wind. Britain finds itself at No2, its best ever finish, after 4th places in 1975 and 2015, when it claimed 9 medals.

USA	18	10	10	38
GBR	4	1	2	7
RUS	3	3	4	10
CHN	3	3	4	10

SWE	3	1	0	4
ITA	3	0	3	6
HUN	2	4	2	8
AUS	1	5	4	10
BRA	1	4	0	5
ESP	1	2	0	3
CAN	1	0	3	4
RSA	1	0	1	2
FRA	1	0	1	2
JPN	0	4	3	7
NED	0	3	1	4
UKR	0	1	1	2
POL	0	1	0	1
GER	0	1	0	1
SIN	0	0	1	1
EGY	0	0	1	1
DEN	0	0	1	1
BLR	0	0	1	1
Total	42	43	43	128

The biggest single-meet tallies

Men: Michael Phelps
@2007 Melbourne 200 m freestyle
@2007 Melbourne 100 m butterfly
@2007 Melbourne200 m butterfly
@2007 Melbourne200 m medley
@2007 Melbourne400 m medley
@2007 Melbourne4x100 m freestyle
@2007 Melbourne4x200 m freestyle
Women: Missy Franklin
@2013 Barcelona 100 m backstroke
@2013 Barcelona 200 m backstroke
@2013 Barcelona 200 m freestyle
@)2013 Barcelona 4×100 m freestyle
@2013 Barcelona 4×200 m freestyle
@2013 Barcelona 4×100 m medley

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National Collegiate & Scholastic Swimming Trophy "Share the Wealth"

by Tom Welsh, Notre Dame

Thank you, George … and Thank you College Swimming Coaches Association … and Thank you Coaches … for inviting us here to receive the National Collegiate and Scholastic Swimming Trophy … We are humbled…we are grateful … and we are very happy to be here. So… Thank you..

The National Collegiate and Scholastic Swimming Trophy has been presented 55 times before tonight to coaches representing 41 colleges and universities (plus one high school and the International Swimming Hall of Fame). Tonight, as the 56th recipient of this award, I am very pleased and proud to be able to add Notre Dame's name as the 42nd member of this distinguished list of colleges.

George, Joel, and all of the CSCAA Board, I have to say that I love being associated with the other coaches being honored tonight. Thank you for including us in this "grand class."

George [Kennedy], I want to thank you, personally, because you are the reason I became re-involved with the CSCAA. I came back so that I could work with you – and I am so glad I did. We are all in your debt for your years of leadership, George. Thank you

Bill Boomer – Ever since your Rochester days and my Johns Hopkins days, you have been a creative, and innovative thinker, who is constantly tinkering with our paradigms of how to swim better and faster. Congratulations tonight on your well deserved award. Ben Franklin would be proud of you.

Wally Morton – (Who knew you could dance??) You are a humble, gracious, hard-working, generous man. You do spread "joy and happiness" in Dick Steadman's beloved sport. This is a very appropriate award for you. Congratulations.

Jon Urbanchek – you too are a member of the grey beards assembled here tonight. I have always admired your challenging-yet-athlete-centered way of coaching.

A Lifetime Achievement Award, on a list of achievements that is still growing, is perfect for you. Congratulations John Davis – we only met in September at the ASCA Clinic – but I already treasure what you are bringing back to your sport. Your generous gift of your time and your insights are both practical and inspiring. Thank you for being here tonight, and congratulations on receiving the Charles McCaffree Award.

Phew! What a class! I will take a Selfie with this group any time.

"I have said "WE" and "US" in these words because I am here with Jackie … who for the last 45 years has been my partner, my friend, and my wife, not to mention a downright good painter, artist, and educator herself. To Jackie, I owe not only my deepest thanks… but also a whole lot of future time as well. Here's to you, Jackie. I do love you. I am very glad you are here.

I am not strong enough to tell you the story of how much this award means to me personally, so I would like to share a few words about coaching with you instead.

Years and years ago, when I was a boy, we had an expression that we used whenever someone else had something we wanted to "see, or taste, or touch, or try, etc.." We would say: "Share the Wealth." If there is a message in what I am about to say, it is this: Share the Wealth.

I should start by telling you that I like coincidences. I look for them; I enjoy them; I even search for connections between them. I say that so that you will understand what follows. On the day or two before I received the phone call from Joel Shinofield telling me about this award, I received this quotation through my email. It is from George Saunders, who teaches creative writing at Syracuse University:

"Why do we love our teachers so much, and remember them with such gratitude?" he asks. Then he answers his own question: "They come along when we need them most, when we're young and vulnerable and holding some dopey dream made of glass, and they do something almost Holy. They take us seriously."

I read these words a couple of times, and then I shouted to myself: "THAT'S IT! THAT'S WHAT COACHES DO WITH YOUNG PEOPLE: THEY TAKE THEM (and their "dopey dreams made of glass") SERIOUSLY!"

Hashtag (#education and athletics).

I added the hashtag because, as we know sadly and all too well, the whole educational nature of college athletics is currently under attack by those who want to define our athletes as "employees." We know better. We know that we are not "employers," we are "educator-coaches" or "coach-educators"… and our team members are "student-athletes," or "athlete-students." Wherever we place the emphasis, we hold strong to both sides of the dash.

We do believe, and hold dear, the idea that there is an important educational value to being a college athlete. College Athletics does contribute to the educational mission of our universities.

I believe so strongly in the educational value of what we do as coaches that I am convinced that it is incumbent upon us to speak to the education our students receive as athletes whenever we get a chance to speak in public. And so, I did.

Pardon the Interruption.

Let me say that original sentence again: Coaches take young people and their dreams seriously. Is there a college person who does not have a dream of some kind? Even a "dopey" kind? Even a non-athletic kind?… We take them seriously … and that is more than a job description. It is a gift to them and it can be, because it is sometimes very hard to do, a kindness as well.

We take their dreams seriously because their dreams are positive, and noble, and uplifting, and personal, and larger than themselves. They may even be impossible dreams. That is OK.

Impossible dreams are where great achievements begin …

Our athletes come to us because they trust us to give their dreams the name of action. Athletics is after all, action oriented.

Dreams are where it all begins. "In dreams," as the poets say (William Butler Yeats, and Delmore Schwartz for two) "begin responsibilities." Our athletes know that intuitively, but they may not know what that means in real life … so they come to us, because we take them seriously, trusting us to tell them what to do next. Coaches, share the wealth!

Jackie and I were married at Belmont Abbey in North Carolina. Belmont Abbey is a Benedictine School. I recall a poster from those days that I read, and loved, and learned from often. I think of it as a Benedictine poster. It began by saying this:

> *It is not enough to dream,*
> *One must also plan….*
> *And so we plan seasons, and practices, and races, and strategies, and technique, and strength training, and nutrition, and mental imagery, and even ways of accessing the Flow state … all with the goal of laying out a path to achieve these now mutual dreams.*
> *Then, The poster adds:*
> *It is not enough to plan,*
> *one must also work.*
> *"Aye, there's the rub." One must also work. We are, after all, a work oriented sport. Everyone works in our sport, and we work hard too. So … if we dream of achieving a dream… then…*
> *Faster! Faster! …. .and they went so fast…till suddenly, just as Alice was getting quite exhausted, they stopped .. The Queen …said kindly: "You may rest a little now."*
> *Alice looked round her in great surprise … Everything's just as it was…*
> *Of course it is, said the Queen …*
> *"Well, in OUR country," said Alice, still panting a little, "you'd generally get to somewhere else – if you ran very fast for a long time as we've been doing."*
> *A slow sort of country," said the Queen, "Now HERE, you see, it take all the running YOU can do to keep in the same place. If you want to get somewhere else, you must run at least twice as fast as that!"*

Through the Looking Glass, Lewis Carroll

Exactly! Ours is not a "slow sort of country." Faster and Faster is the way our sport goes … and grows … and we all know that …
For the responsibilities that come with our dreams, just plain
"working hard" might not be enough. We might have to work
hard, and then work harder than that, and then work even harder…we may even have to work impossibly hard (if these are impossible dreams). We do have to do it together… And we may have to do it patiently. Things do take time. Coaches, Share the Wealth.
The poster then goes on:

> *It is not enough to work,*
> *one must also love.*

Yes, Love. In the end, it all comes down to love, doesn't it?
Love is, finally, what makes the coach-athlete relationship work.
I am not telling you anything you don't know, but it is sometimes nice to hear it again, and feel it again in our hearts. There is, as we know, only one way to take our athletes seriously – and that way is to care about them. Honestly, authentically, genuinely care about them as full human beings. True "empathy" is the beginning of our best coaching relationships.
This does not mean we have to be "softies, and pushovers," or that we cannot be principled, disciplined, demanding, and challenging. We can be, and we must be, all of those things.
At the same time, we must also care about them and love them ("warts and all") for the human beings that they are. It is just that simple, and just that hard. Coaches, Share the Wealth.
If all this sounds too "touchy feel-ly" for you, then try turning it around. We had another, equally powerful, Benedictine poster in those days, which said simply:
"Work is Love made visible."
Let that one sink in and think about it for a while …

“Work is Love made visible.”
It is… isn’t it?
Tonight’s story, which opened with a coincidence, also closes with one. At the end of last week, as thoughts were rolling around in my head about what to say here and how to say it, I received (again in my email) a message from Amazon recommending that I look at a little book entitled, Congratulations, By the Way,” written by the same George Saunders with whom this story began. He subtitles it: “Some Thoughts on Kindness.”
I want to close by Sharing his Wealth, because coaching, I think,
is like this:
“Try to be kinder” [he writes]..
“but [he then notes correctly] Kindness, it turns out, is hard. It starts out all rainbows and puppy dogs and expands to include
… well, everything …
[so] Find out what makes you kinder, what opens you up and brings out the more loving, generous, and unafraid version of you – and go after those things as if nothing else matters.
Because , actually, nothing else does.”
You know that too, of course…
My final wish for you for all your future coaching is this:
Please, Take your Athletes Seriously. And Please, Share the Wealth.
Thank you for listening, and thank you for this very wonderful award.

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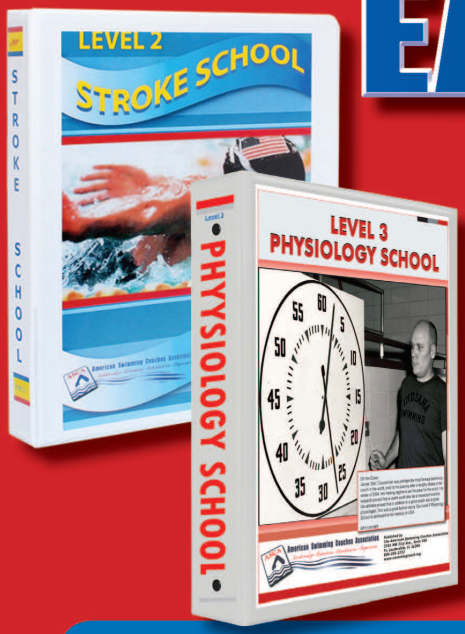

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It begins with a review of the interaction of various physical and mental systems, continues with the scientific background for training, descriptions of training methodologies and terms, and then proceeds to discuss the planning of training for both new, developmental swimmers and accomplished swimmers of all ages, up to and including Senior Swimmers and Masters Swimmers. Also required by USA-Swimming for the head coach of a new club program.

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Clinic for Coaches of 10 and Unders

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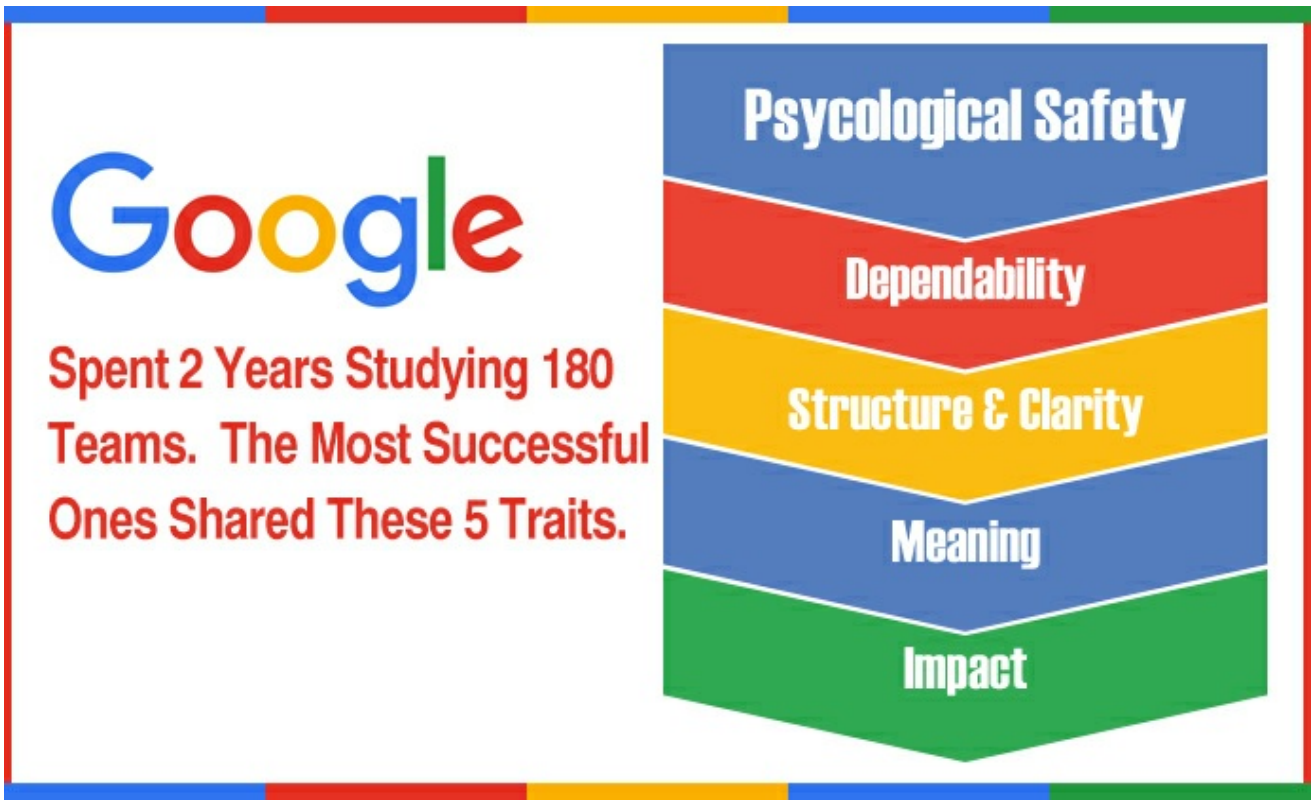

Google Spent 2 Years Studying 180 Teams. The Most Successful Ones Shared These 5 Traits

by Michael Schneider

Over the years, Google has embarked on countless quests, collected endless amounts of data, and spent millions trying to better understand its people. One of the company's most interesting initiatives, Project Aristotle, gathered several of Google's best and brightest to help the organization codify the secrets to team effectiveness.

Specifically, Google wanted to know why some teams excelled while others fell behind. Before this study, like many other organizations, Google Execs believed that building the best teams meant compiling the best people. It makes sense. The best engineer plus an MBA, throw in a PhD, and there you have it. The perfect team, right? In the words of Julia Rozovsky, Google's people analytics manager, "We were dead wrong."

Selected to lead the efforts was Abeer Dubey, Google's Director of People Analytics (HR). Eager to find the perfect mixture of skills, backgrounds, and traits to engineer super-teams, Dubey recruited statisticians, organizational psychologists, sociologists, engineers, and researchers to help solve the riddle. Included in this all-star lineup was Rozovsky.

Fast forward two years, and Project Aristotle has managed to study 180 Google teams, conduct 200-plus interviews, and analyze over 250 different team attributes. Unfortunately, though, there was still no clear pattern of characteristics that could be plugged into a dream-team generating algorithm.

As described in an article in The New York Times, it wasn't until Google started considering some intangibles that things began to fall into place.

"As they struggled to figure out what made a team successful, Rozovsky and her colleagues kept coming across research by psychologists and sociologists that focused on what are known as "group norms" – the traditions, behavioral standards, and unwritten rules that govern how teams function when they gather… Norms can be unspoken or openly acknowledged, but their influence is often profound." With a new lens and some added direction from a research study on collective intelligence (abilities that emerge out of collaboration) by a group of psychologists from Carnegie Mellon, MIT, and Union College, Project Aristotle's researchers went back to the drawing board to comb their data for unspoken customs. Specifically, any team behaviors that magnified the collective intelligence of the group.

Through Google's Re:Work website, a resource that shares Google's research, ideas, and practices on people operations, Rozovsky outlined the five key characteristics of enhanced teams.

1. Dependability.
Team members get things done on time and meet expectations.

2. Structure and clarity.
High-performing teams have clear goals, and have well-defined roles within the group.

3. Meaning.
The work has personal significance to each member.

4. Impact.
The group believes their work is purposeful and positively impacts the greater good.

Yes, that's four, not five. The last one stood out from the rest:

5. Psychological Safety.
We've all been in meetings and, due to the fear of seeming incompetent, have held back questions or ideas. I get it. It's unnerving to feel like you're in an environment where everything you do or say is

under a microscope.

But imagine a different setting. A situation in which everyone is safe to take risks, voice their opinions, and ask judgment-free questions. A culture where managers provide air cover and create safe zones so employees can let down their guard. That's psychological safety.

I know, not the quantitative data that you were hoping for. However, Google found that teams with psychologically safe environments had employees who were less likely to leave, more likely to harness the power of diversity, and ultimately, who were more successful.

Engineering the perfect team is more subjective than we would like, but focusing on these five components increases the likelihood that you will build a dream team. Through its research, Google made the ancient Greek philosopher Aristotle proud by proving, "The whole can be greater than the sum of its parts."
: be the most skill full team at the competition for all aspects of performance.
: it doesn't matter what sport science that the individual or team has at competition
…….. .it's way too late for this. It has to be done well before this
Whilst I have only covered a few performance protocols this might help you understand exactly what happens for successful countries on the world stage at pre Olympic world championships. Enjoy. Few countries out side of Canada, the USA and Britain implement these policies with any accuracy.
: superior in every possible way especially in management and leadership will ensure the above is critically in place and delivered with clinical precision.
ENSURE THAT THE TEAM AND INDIVIDUALS FLY UNDER THE RADAR WITH THE VERY MINIMUM MEDIA EXPOSURE AND
HYPE PRIOR TO THE COMPETITION PSYCHOLOGY IS LIKE MEDICINE IN THAT IT IS ONLY APPLIED TO THE VERY FEW WHO NEED IT ! ! ! And well before the competition takes place.
There is much more but this is only meant to be a taster of the protocols and strategies that have worked extremely successfully for athletes in my care over 11 Olympics and World long course championships.All with podium outcomes. I continue to be amazed at countries and coaches making the same mistakes I made in the first early years of my coaching. I apologise to those who suffered these well intended but flawed experimental early years and can only offer sympathy to those who have not learnt. Bill

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That's Not It

By John Leonard

Last week, we had a Mom come to us and "inform us" that her 13-year-old daughter would be gone for two weeks vacation in late June, maybe another week after that.

Her daughter was not much of an age group swimmer, but she has some endurance capacity and comes regularly to workout at 5:30 am and again at 5:30 pm daily. She works hard, demonstrates little talent, but lots of determination.

Her mother is not athletic and clearly does not value athletics. We expressed our dismay that she'd be missing for 2-3 weeks in the middle of the most important training of the summer. Her mother's response?

"Who cares, she'll never be an Olympic swimmer, so what does it matter really?"

This is a dagger in the heart to any swimming coach, and it is to me.

If we only cared about and worked hard with, those 52 people who will eventually, once every four years, go off to the Olympic Games, it would be a small, empty and meaningless sport.

My response was "That's really not it."

What is it?

It is the fact that young people need to learn to dedicate themselves to something that is difficult, something that requires perseverance, guts and the daily determination to get your butt out of bed and go out and push your body till it can't go anymore.

Why do they need to learn this?

Because their lives are too easy, too soft, too catered-for. Too many people carry them, make excuses for them, never allowing them to try to be "heroic." Is it "heroic" to get your butt out of bed and go swim at 5 am? It is if you haven't done it before. Is it heroic to "make" 10×200 fly on 4:00? It is if you haven't ever done it before. Is it heroic to finish your swim and turn around

and cheer for the teammate who is even further behind than you are, and is struggling to make the set? Need I say it? It is if you've never done it before.

And that is what "It" is about. About doing what you haven't done before. And learning that sometimes

you succeed. Sometimes you fail. If you fail, you go again until you learn to succeed.
It's not about being an Olympian.
It's about being Olympian. Learning to be a hero.
And what it takes to learn that.
Or, you can Be Comfortable and teach your child that its more important to be Comfortable.
So, if that's your choice, I only have one question?
What will happen to your child on the day when they are made "uncomfortable" by life?

———————

Reply from George Block, Alamo Area Aquatics Assoc., Level 5 Senior
Your article really struck home as it reminded me of Robert Reyes – arguably the worst swimmer to ever go through our program – rescuing four of his buddies from choppy, night seas… a hero. Robert Reyes swam on our high school team and he was always the slowest guy in the race, but he would swim ANY race and go all out, all the way.
He was the same way in water polo. We have seven high schools sharing the same pool, so we don't have any weekday games. Every Saturday they play 3 or 4 games, 3 or 4 hours of wrestling up and down the pool. Robert Reyes was always the slowest guy, but he would never quit. Even then, the real reason he was swimming was to help him when he went in to the Navy. He had his goal way back then and was preparing back "in Taft High School" for when his moment came. I told our kids that the famous Olympians actually have it easy. They know exactly when their moment is going to come. They can prepare precisely for that moment and they have a lot of help getting them there. For the rest of us it's a lot different.
Your phrase to the mother, "being Olympian" hit it perfectly. All of us will have our "Olympics," when the very best we can bring is called from us. We don't get to know when that moment is going to be. We have to constantly prepare. We may have no one to help us. No one may ever know.
It may come like it did for Robert, as a physical test on a dark night, in choppy seas, with the flaming wreckage of a helicopter still floating in the water. It more often than not won't be a physical test, but a moral one — that integrity thing. I tried to explain to my team that the reason they have to prepare every day is because they have to be prepared every day. "Being Olympian." That is it.
Man Rescues Navy Pals
By Amy Dorsett – Express-News Staff Writer
A San Antonio sailor saves four crewmembers after a helicopter crashes into the Mediterranean Sea.
A San Antonio Navy man came to the aid of four comrades in the choppy waters of the Mediterranean Sea last month, rescuing them after their helicopter crashed into the sea. Petty Officer 2nd class Robert Reyes, assigned
to a helicopter combat support squadron aboard the USS Kearsarge, made the rescue June 22 when a helicopter flying a routine search-and-rescue mission crashed into the water. Reyes, 21, whose boyhood love of helicopters propelled him to enlist in the Navy three years ago, quickly suited up for what was to be his first rescue mission. Already feeling the rush of adrenaline, Reyes' emotions were running even higher because the crewmembers were like family. "Just the day before we flew together," Reyes said. "While I was dressing out, I was trying to calm myself down."
Within minutes, Reyes' helicopter was hovering in the nighttime sky above the downed chopper. Reyes, a trained rescue swimmer, jumped from his helicopter. "I started swimming up to them, seeing if they were alert," Reyes said. One by one, Reyes helped each crewmember swim to the pickup point, where they were hoisted into the waiting helicopter. Navy officials say the four who were rescued are quick to call Reyes a hero, a title he brushes off. "When they say that, I just think I'm happy they're there," Reyes said, adding some of his water skills were acquired while on Taft High School swimming team.

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Culture, Leadership and Professionalism: Advice for Coaches

by Hollie Bonwit-Cron, 2016 ASCA World Clinic

[Introduction by Joel Shinofield] Good Morning. It's our second talk today, very lucky to have Hollie Bonewit-Cron with us who is now at Miami University in Oxford, Ohio. When I asked Hollie to be involved and do this talk she was at Nova Southeastern, not too far from where we are right now. Hollie has had a tremendous amount of experience across a variety of programs. As an athlete herself, she swam in the MAC where she is now coaching the Mid-American Conference where she was an All-American at Ohio University. From there, she moved into the coaching role and has served as an Assistant Coach at Georgia Southern, the University of Florida, and then took the head coaching position at Nova Southeastern, starting a brand new program where she quickly led the men's team to a top four finishes at NCAA in Division II.
During that time she also produced 61 individual Championship titles, 66 All-America honors, 85 Honorable Mentions All-America, and four of her swimmers were named the Sunshine State Conference Swimmers of the Year and three were the SSC Freshman of the Year. In addition, she had 41 Scholar All-America and 5 All-District Academic Team Nominees. So she has not only put her efforts into ensuring her athletes compete at the highest level, but they also perform at the highest level in the classroom and I think the thing that stands out about Hollie as I see her on deck, is the tremendously high standards she holds for herself and also for her athletes, but in creating those high standards she provides a tremendous amount of support for her athletes and also a very clear path of how to reach those high standards and goals, so please welcome Hollie.

[Bonewit-Cron begins] Thank you very much. Well first and foremost good morning, I want to thank everybody for being here and I also want to say that I am by no means perfect, I have made a ton of mistakes throughout my coaching career and this is just my compilation of what I have come to. I think about when I tried to coach my assistant coaches and when I talked to other coaches and other people in this line of work, I think

it's very important to point out just a few things that I think would be very helpful.
I do want to thank Joel for, bringing me in. Yes I was at Nova Southeastern, so very quick drive over here when he first asked me to do this. And a lot of that was the reason I think he asked me is because he asked me to speak at College Swimming Coaches Association about three years ago on the same topic, but I did expand it a bit. I want to think Jackie for putting up with me while I was in transition of moving our entire family and house up to Ohio over the last two to three weeks. And I'm sorry my e-mails were really late, so and then finally John for heading up ASCA and making this what a great organization, and a great guy as well.
So as I said I spoke about this at the College Swimming Coaches Association. I originally called it culture establishing, changing and sustaining. I was in my fifth year at Nova and I had seen a lot of things that were dynamic and how I changed our culture, but more so how I started it to begin with. I started Nova when it was brand new completely from scratch, which was an interesting adventure to be on, but afterwards selecting on that talk and then after Joel had asked me to do this, I realized that coming up with this topic that I had put together for this talk, I originally said culture, leadership and professionalism, but once I was thinking about it I said to myself that's really not the order I wanted in, so ultimately I changed it to professionalism, leadership and culture. I didn't obviously send it in, they didn't change it because everything was printed, but in my own head this is where I started everything off from because I looked at my own tenure as a coach and how I developed myself and thought okay, I try to start myself with a level of professionalism, turned that into leadership and ultimately that established my culture over the years.
I will not be giving you a dissertation on word meanings, so please don't worry. A lot of this is going to be very anecdotal. I am going to give you some examples of things that I encountered in my life and in my coaching career that will be reflected in not only professionalism, leadership, but also the culture side of things. What I really hope you will get out of this is that you walk away and evaluate what you subscribe to. A lot of things will be applicable to what you do as coaches, but I just want you to take a step back and really think about how you coach, how you approach things and what is really important to you, and how you present yourself to the people that you lead and direct. Look at your foundation for professionalism. That foundation I'll discuss a little bit later and how important that is and ultimately the culture that that you want to create and sustain.
So with that being said, I will just go into a quick foundation. I know Joel touched on it, but I feel that this was very important for me to share with you just to understand where I came from. I grew up in a small town in Ohio, called Athens, Ohio if you're familiar with it, you'll know that Ohio University is there. After researching a few schools and after those schools didn't want me because I wasn't very good, I decided to stay at home. And there I got my bachelor's degree in psychology and I really give a lot of credit to the coach that coached me that time. Greg Warner was his name. He really took me from being a nobody to a somebody. I came in, barely able to keep up which is why a lot of schools just didn't want to recruit me and I ended up All-American and qualified for Olympic trials by the end of it.
So I'm very, very appreciate for what he did for me. From there I went on to Georgia Southern to get my graduate degree. That was a two-year program. I got my masters degree in sports psychology, technically it was kinesiology degree, but I never took a class in kinesiology, the way they had it structured. It was ultimately sports psychology and I learned a lot there. One thing I want to note about being in Georgia Southern is that I was graduate assistant, halfway through my second year, there was a shift in leadership. I then became the interim head coach and during that time I was working on my thesis I had already proposed it in the fall and was defending it that spring. I was doing a

practicum where I had a complete 50 hours of a practicum, I was taking three classes and then guiding a team of women to the Conference Championships. As a 23-year-old that was quite an undertaking and there were a lot of mistakes that I made, but I really value that opportunity and I think it helps me today to give a lot of good advice to those young coaches out there and that may be in a similar situation or may be looking to be a graduate assistant while they are getting their master's degree.

So I was very, very fortunate about championships and I am a big believer on things happening for reasons. So at that particular championship for Georgia Southern, Florida had brought their non-SEC Swimmers, they swim in prelims. I had seen Anthony Nesty on deck and I remembered Anthony because my brother swam at Florida. He was an All-American there and they swam together at the same time. So I went up and talked to him and I'll make a very long story short: Florida was looking for another assistant coach and I said I was very interested. I didn't know what I was going to be doing, and I knew I want to stay in coaching. So I went down there, I applied and I got the job. I am so baffled by it all, because it really has helped me be the coach that I am today and I'll explain that a bit later as well.

I spent six years there and then my husband who is a construction attorney, got a job down in Miami Florida and it was kind a funny situation because I didn't think he was going to get the job. When he went on his first interview he said to the interviewer, "I am sorry, but I have to cut this short, I have to get to a bachelor party," really. So they asked him to come in for a second interview and I still didn't think he was going to get the job just based off of everything he was telling me. And then we talked about it in terms of what salary he needed to get in order for me to leave Florida and leave that amazing program, and they hit it. So at that point I knew we're going to be going down Miami and I will be honest I cried the whole way. I don't mean halfway, I don't mean three quarters, I mean the whole way from Gainesville to Miami. And it was just something I wasn't ready for, I wasn't ready for the change. I am not good with change, but I have learned to grow into it and that's something that hopefully I can convey to you that change can be a good thing. I didn't know it at that time, I knew that I was leaving a program that I was very subscribed to, but then we went down to Miami and I knew I didn't want a break in my resume. So I spent a year volunteering with the University of Miami and that was an incredible experience. Christie Shefchunas was the head coach at that time and she allowed me to take over a portion of the program being IMers and breaststrokers and it was really nice to have that autonomy to be part of that program just as a volunteer.

Then the job came open at Nova Southeastern and it was pretty funny because my husband and my brother, they both had gotten their law degrees at Nova Southeastern and I didn't really know about it. The three years my husband was going to a law school, I never visited him once and I was just up in Gainesville. So I guess I was the bad girlfriend at that time, but the job had opened up and I remember distinctly my husband said to me that Nova Southeastern was starting a swim program. I said "Oh, that's great, tell me more about it." He said, "Well it's men and women, and it's going to be startup and they're going to bring somebody in for a year to recruit and then the championships are going to start after that." I said, "That's perfect. That is a great organizational way to startup a program." And I really credit Nova Southeastern for doing that because I was able to go in there the first year and just had a paper and pencil and just start recruiting and get it off right, and get it off the ground. So that was very promising for the program and I will take you through a little bit later how each year kind of build off the other.

So just a little background on this. As a student athlete at Ohio, Miami of Ohio was the powerhouse. Miami was the team to be and they were our arch nemeses, a rival they still are to this day, they are big rivals because if you've ever been to both campuses, you'll

see how similar they are. They both have brick streets, they both an uptown, they both have just such much similarity with their brick buildings. So I'd always envy the program as an athlete and as a coach I always coveted the job. It was very interesting to me that they then made it combined. It had been separate for many years ever since its existence. And because I swim with a combined program at that time at Ohio University then it was with Florida, then with Nova Southeastern, I really wanted to stay with the combined program. So I was very fortunate to obviously get this job, really happy.

And before I get into anything more I do want to just kind of talk about my mentors a little bit because these are some very important people in my life who have really affected me and profoundly impacted what I do today. So the Florida coaching staff and at that time the people that stood out to me and still do are Gregg, Anthony, Martin, and Donnie. Gregg was somebody who kept me on task, I needed that. I was 24 years old at that point and I needed to be molded, I wanted to be molded. I was an eager coach and I just wanted to know everything there was to know about coaching and he taught me that. And he taught me the rights, the wrongs, and everything in between. And there is no doubt that Gregg wanted things done in a certain way, but I so appreciated that because it gave me structure and structure is something that I'll touch on because I think it's so important in all of our lives to have a level of structure. And moving on to Anthony… Anthony was so great, I have an article, this is a plug, but I have an article in Swimming World magazine this month and I talked about Anthony and how he doesn't demand excellence, he really commands it in everything he does. And I love how he approaches the athletes, I love how he keeps his thumb on them, and just motivates them.

And moving on, Martin was great because he was Mr. Enthusiasm and he was there to have all the highs, get everybody high and then when there were low's to keep them even keeled. So what I did in those especially the first year is I watched and I learned and I did that for the next five years after that, but watching and learning is something I can't tell you how valuable is from every aspect whether you're a coach, whether you're out in the real world, just listen and learn and I was able to do that with them. And then finally Donnie, I am very reminiscent about that because obviously he is no longer with us and he was somebody who just always took me under his wings. Whenever I had an issue, whenever I screwed up team travel, because I was in charge of team travel and yes I screwed up, he was always there to tell me, it was okay. And things are going to be better and here's how to make changes. So he was very patient with me. So I was very fortunate to have him in my life and if anybody knew him, I think what I am talking about.

To go on with Jeremy Foley. Jeremy Foley was I guess, I said was the head athlete director for University of Florida. He has now announced his retirement, but Jeremy being at Florida day in and day out, I saw how he conducted himself. He knew everybody's name. He knew everybody's spouse's names and at times he knew everybody's kids names. He was so involved with just the }personability" and making friends and he was a lead by example leader. So I really appreciate that, he was actually I guess I can say that he was my first reference for the job at Miami. So my circle of friends, so I have a really good circle of friends much like all of you do, a lot of them are coaches that I can just pick up the phone at anytime and talk to. And I hope all of you had somebody or many people like that. I think it's great that we're able to do it, meaning pickup the phone and get ideas and balance things off others and really be self deprecating in that manner so that you keep this good circle and you're constantly learning from these individuals and sometimes they are really good and pick me up when I needed them to be.

I have a few of those and then finally my dad. I am not going to give you some sappy story about… oh my dad did this, my dad did that. I mean I am going to be very pragmatic about this, my dad called customer service for 30 years, and I grew up in a household where I

was constantly learning customer service, how to be nice to people, how to massage things when it got difficult. So again I think my dad taught me so much of how to be engaged and actually he taught me a really good handshake. It's kind of a weird story, but I was shaking hands with everybody at Miami, now that I am at Miami after my interview, they're telling me what a great handshake I had. So I learned a really good handshake. Everyone take out your cell phone and I want you to unlock your screen. Okay and before I ask for any volunteers, I would like you to pass your phone to the person on your right, and that person, and that person, can either lookup your last text message or your browser history, okay just kidding. Stop, give the phones back. Okay, I can see you are sweating a bullet.

So the point is that you have to be very, very careful in everything you do and how you jot down information, how you work on your phone. Be careful with all those things. I can assure you that from experience that if you work at a public institution, anybody at anytime, I know this because my husband being an attorney at anytime can do a public records request, for no reason whatsoever. And what they do is then they can pull all your e-mails, they can pull your text messages, okay. So I am just telling you these things because knowing from experience, nobody did that to me, don't worry, I know this because my husband educates me on this. I want to be able to educate you, so if there is some takeaway message from this, be very careful about what you do on your computers and cell phones and what you browse and what you're texting to people because at anytime that information can get pulled.

You know just go along with that, you are being watched and I don't mean big brother and all those things on the media, I just mean that people are watching you. Other coaches are watching you, much like I watched the coaches at Florida for so many years. I watched what they did, I watched their mannerisms, I watched their tricks, I watched how they related to athletes. Just remember that you are being watched and your level of professionalism is going to bleed off on somebody, it's going to wear off on somebody and hopefully a positive fashion. So the more professional you are and what you do, what you say, and how you act is going to impact somebody later on especially somebody like me who was 24-years old, watching those same things. Your reputation precedes you so you need to know that when you are being called in for a talk. I would like to think I have a pretty good reputation, but at any time that can come crashing down. So just remember that you want to build the best reputation and it doesn't happen overnight, but I assure you, your reputation can crumble overnight. So what you want to do is put those things in place, make sure that you are, I don't mean following the rules, following the laws, but putting in those things that are going to make you, make people think of you as somebody who they want to associate themselves with. Being professional starts with you, I am looking up some notes here, but I think the foundation of that are your beliefs and values, but I can't tell you what those beliefs and values are. Those are beliefs and values that that you need to come up with on your own.

I've seen many young coaches who in some ways, some fashion or another, they bypass a lot of this and a lot of what I'll talk about with the foundation, they bypass that foundation to get that big job, to get that next step to make their name get out there. And I do see that as a mistake that taking your time and really refining your craft is something that I think is going to be hugely beneficial for you in the long term. And have a code of self standards, have a certain set of self standards that are going to be something that you are essentially keeping in your back pocket, something that you know, you will not settle on or you will not deviate from, and that can be anything, that can be just how you discipline yourself. It may be that your standards are work related, athletically related, family related, personal, so you can have a number of set of self standards and I just hope that through the process of

setting up those standards that there is no compromising – that you don't compromise on those. That's going to be one of the key things that I'll talk about today is that you should not compromise on your standards.
Okay so moving on to professionalism. What does professionalism mean? I could go around the room and I could ask everybody what that means to them, but I don't need to do that because everyone's view of professionalism and ideas are going to be your own and I think we can take something from everybody else, but in the same breath we need to come up with your own set of professional standards. It needs to consist of beliefs and values and those beliefs and values need to be reflected in your behaviors. Your behaviors are going to precede any beliefs or values that you have. So I would recommend that you mimic a lot of those beliefs and values through your behaviors.
So words and actions: you should back up your words with your actions. So for example, just a small example, I don't allow my assistant coaches to check their cell phones on deck during practice. That's one of my big rules. It's part of my professional peace. Well, I can't walk on deck and start checking my phone. So that's my point, it's that whatever you decide is going to be part of your values and your level of professionalism in your foundation, you got to back it up day in and day out and be committed to it.
Reinforce what you value, constantly giving yourselves reminders and giving your athletes reminders. I am talking to you as a coach, but I am also talking you as a person too, so I am going to flip back and forth between taking care of yourself and then what you want to convey to your athletes. So reinforce what you value that's going to come through communication. And then hearing versus listening. This is a big one for me. So how many times have we been in a situation, where you tell this amazing story or you're talking about something and the person you are talking to immediately jumps in and tells you something about themself or related to one of their stories. Well that's fine and dandy and that's okay in some situations, make it a habit to listen, make it a habit to ask questions. When somebody is telling you something or giving you information, ask questions, find out more about them, be introspective and be somebody who wants to know more. That's going to say a lot about your character. Throughout my presentation I'm going to tell you about some books that I felt were beneficial to me and how I came to this place, and I will recommend some of these to you and I'll tell you why.
So Ishmael, I read probably 10 or 15 years ago and it was an excellent book to talk about ethics. It starts off in the beginning about personal ethics and what it means and how you go about things and your philosophy, but then it goes into global ethics. I wasn't interested in the global ethics piece, so I trailed off from the book, but the beginning part was really good. So I recommend the whole book in general, but really try to dial in your ethical side, your ethical standards, by checking this book out, and I think it's going to be very helpful for you as it was for me.
To give you some examples of some of these things I talk about with words and actions. So Gregg Troy was a really good leader from the standpoint of that he would say things that I didn't understand at that time, but then when I started doing it, it made a lot more sense because he would say "if you see it pick it up." So what he meant was, if you see something on the ground a piece of paper, a piece of trash, pick it up and throw it away. And now that that I am on a college campus and I've been on college campuses, I see the value in that day in and day out, because I have seen many chores on campus. I have seen kids come on campus or I have been on other campuses that have been a mess and I see trash here, trash there. Buying in and valuing the organization: you are part of, whether your club, college, wherever you're working, take care of it, take care of it in a way that may be somebody else wouldn't, you know don't bend down pick it up and throw away because you think somebody is going to compliment you for it or awards you for it,

do it because it's the right thing to do. And now it's something that Gregg really taught me and I was very happy about that.
Next, asking questions: I was at two different meets, one was World Championship and the other one was the Orlando Pro Series this past year. At World Championships, I had a wonderful conversation with Frank Busch. It was very personal as talking about my family life and some things that were very personal to me and he was able to stand there and ask me questions and then related it to something in his life and I thought that was really, really good, so and I'll talk about Jack in a second. What I am saying is that the connections you make with people, it's going to be hugely important to establish that through this type of communication, the listening versus the hearing.
And then Jack Roach, he is just a great sounding board and a great wealth of information and I was talking to him about the job change and being at Nova and I said this was before anything with Miami came up, this wasn't even in the picture. I said you know Jack, I am not really sure if I would ever be looking for a job change, but I am really sure I don't want to leave this year, I want to wait till after next year, definitely. And he turned to me and he said don't be so hard and fast, let yourself be open to possibilities because you never know what could happen and if I haven't had that conversation, I probably I know I would have looked at the Miami job in the same way, but it really gave me validation that it was okay. It was okay to leave the program I had started and it had been united with for the last seven years. So again going back to just the listening piece, hopefully that gives you some good advice.
All right, my favorite topic: The Disney world — I don't know if anyone is familiar with Disney, anyone? I don't mean in a trinket kind of way, I don't mean I have stuffed in, more Disney stuff at home, I hate that stuff. What I am talking about is how they conduct their business. So eight years ago, we moved down to South Florida and I went to Disney for the very first time ever in my life. Even though that was when I was 30-years old, I thought wow this place is amazing. What I was really amazed by though was the parades and all of that. It was the organization. Again I go back to my father who taught me customer service growing up. I go to Disney, everybody is treating everybody the same way, everybody is kind. They don't call us customers, they don't call us patrons, they call us home guests. These Disney associates were called cast members and they epitomize customer service. And I am going to have a book for you to look at. What they are really good at was their branding. So if you don't know this about Disney, they have the corridors underneath Walt Disney World.
If you know anything about Florida, our water table is about an inch from the surface underground. So they had to build it up and so they have these corridors and all the cast members they go underground to get from place to place. So they are not crossing over into different Tomorrowland or Adventureland or any of these other lands, they keep it very seamless and that helps with their branding. Something that I felt was really important that I took away from seeing at Disney was – and I think you know a lot of teams do this, but now I have all my coaches wear the same shirt at meets. I buy them button-down shirts. When I was at Nova we had a four-day championship meet. So I had four different button-down shirts for us to wear. It's a nice gift for my assistant coaches, so that they know I appreciate them, but it also makes us look very crisp and clean and it brands us to Nova. I think those kind of things are super important when it comes to just your presentation where you are going, who you're meeting, because you never know who you're going to meet. I think being detail oriented is much how Disney is if you know much about World Disney, his first big time movies were Snow White and Pinocchio. He was meticulous, absolutely meticulous to make sure those movies were done correctly. He tossed things out, left and right and redid them to make sure that they were done correctly. I think that's

very important because as we all know Snow White and Pinocchio are some of the best movies that Disney has made.

I am doing it all the time, doing it not just part time, doing it all the time and subscribing to what you want to brand yourself as. I think that consistency has never been more clear to me than when I had kids. And I'll speak about that a little bit later because there was a point before kids and a point after kids and it's very night and day.

No excuses. I shamefully will tell you that about four years ago my husband and I went on the backstage tour because we were really into how they do things. So we were able to go backside, underground, everywhere around Disney. It's a really good tour, if you want to engage in it. But they have a no excuses vending machine, literally a no excuses vending machine. They have black socks in there. They have a razor kit. So if somebody shows up and hasn't shaved their face, no excuses, shave your face. You forgot your black socks, no excuses, get your socks put them on. It's great. They have just about everything in order to make sure that their cast members are able to present themselves with their branding that they expect. That is the consistency.

I thought this was the best place to put this information when I applied at Florida. I basically said I'll do whatever they need me to do. I'll fill water bottles. I promise I'll fill water bottles, but a lot of that is making sure that I fulfilled on that commitment. So that also goes into the consistency of what you are saying. What you are doing needs to be reflected in your behaviors and your actions. So I said I would fill water bottles and I got on the pool deck and I filled water bottles. The other thing is just being that personable like Disney is, so when you come into Disney obviously they're really nice, but they're really nice at 8 o'clock in the morning just they are at 8 o'clock in the evening and they keep up that tempo. But you know I asked Gregg, "What can I take off your desk?" Just because I think it's important to know that you are willing to do whatever it takes to make the organization better. And then commit to the process; commit to it, buy into it. The more you commit to it, the more you will buy into it.

So the book that I am referencing is called "The Disney Way — Harnessing the Management Secrets of Disney In Your Company." It's incredible to see what Disney has done to create the Mecca of the organization that they have created.

Now that we've talked about professionalism, I will go into leadership. This is the line I subscribe too. I haven't seen this quote anywhere. This is, I guess, my quote. This is my quote for myself. If you are disciplined, you won't need to be disciplined. I tell my athletes this all the time. I tell them if you are disciplined in what you do, whether that's your swimming life, whether that's your school work, whatever it is, if you are disciplined, you won't need to be disciplined. You study throughout the week for that test then you are not going to have to have that cram session at the end of the week. It's very easy in even our own lives whether you are talking about your own family, whether you are talking about things you know, let's say you have a night of drinking, keep it dialed in, so you're not paying the price later.

A book that I associate with is called Mindset. And Mindset talks about a fixed mindset and a growth mindset. Focusing on having a growth mindset to be open to change and to be not willing to make concessions for things versus a fixed mindset which is this way is the only way and I am not going to change. This book really helped me get through my issues with making changes and I think it goes along with leadership.

Structure. Having a level of structure is an absolute necessity. Set parameters but it doesn't have to be military. You don't have to be so structured to where you're not getting things done effectively, but set some structure for yourself and then set structure for your athletes. I have made that mistake at Nova. There was one year in particular, 2013-2014 I will never forget. I lost some of that structure peace, I allowed a little bit more autonomy, I

gave a little more autonomy to the athletes on the team and by the end of the year I had a Lord of the Flies scenario, and I had to reel that it. I dialed that in through structure. I re-implemented structure to make sure that that was getting smoothed over and gone.
You'll see this theme a lot: consistency. You guys stay consistent. What is your message? So when you have that structure, when you have that consistency, what message are you trying to send to people and more importantly not only what are you sending to people but how are they receiving it, because I think that's another important piece. You talk to one of your athletes and you say all these really good things, and you say that one bad thing, what are they're going to remember? The one bad thing, right? So you've got to find a way or I've got to find a way to address my athletes in order for them to realize that one bad thing is there, but you need to understand that one bad thing can be changed over here to all these good things. And this is how we're going to do it and give those explanations and be communicative in that process.
I am not going to be putting pictures of my kids on my slides. I did that three years ago with my other talk and I want to just tell you about kids. People ask me, did kids change your coaching style, or did kids change you? And I guess the only thing I can say that kids changed me was probably my body shape, but no they didn't change my coaching style. It only made it more obvious what I was lacking and where I was weak. And where I was weak was with those consistency pieces, the structure, making sure that you are on top of your kids, whether its your own children or whether it's the athletes you are coaching. You have to constantly be on that, constantly give them that structure that I think they so desperately need. I really tried to have my kids very disciplined, and I now have my oldest daughter saying, "No thank you," instead of just "thank you," it's a little thing and yeah it may seem like it doesn't really need to be that harsh, but yeah I want my kids to be respectful. And I want them to be kind to other people and that's one way I've decided to do it.
I realize that sometimes I don't always say the best things. And I was driving in the car about a year ago and my oldest was roughly two and half and my youngest was maybe nine or 10 months old and the young one Emerson was crying in the car. Crying, crying, crying, you know how that happens and this was amplified because you are in a car. Well the older one is just sitting there quietly and I keep saying, "Emerson come on, be quite, Emerson be quiet, stop crying," and all of a sudden as I was getting ready, because my voice was getting amplified, as I was getting ready to say the next thing, my older daughter says it for me, because I have said it many times before, and she yells out, "Jesus Christ Emerson stop crying!" So my point is be careful of what you say and how you say it because you never know who is listening and what they're remembering and how they're going to say it. So I couldn't believe it.
Next, don't compromise. So now if I relate to that last example, I now can't say that anymore. I say it in my head, but I can't verbalize that, you can't compromise, once you've come down with a punishment, once you've come down with your standards and – and what you're trying to convey as a processional, don't compromise on that. It makes you weaker, it makes you appear to be weaker. And that's not something that I feel is going to help me, you or anybody with being professional, being a leader and having a good culture.
Keep your inner circle close to make sure that you're reaching out to these people that profoundly affect you; those that give you good advice. And if you guys have ever seen "Remember the Titans," attitude reflects leadership. Keep your attitude positive. You're going to get mad once in a while, that's fine, do it, have that in okay. But keep your everyday, day in and day out attitude really positive, because the kids are going to look at that and they're going to see that you're a happy person so when you do have to come

down on them, when you do have to put the hammer down, that they're going to appreciate that more. They're going to want you to get back to the person you normally are. And I can't tell you the number of times where I found kids saying, well my coaches are coming very happily or my coach is kind of a downer person, so the takeaway from this is that your attitude is being watched.

Another book that I read was Coach Wooden's Leadership Game Plan for Success. I don't know if any of you have read any of these books, but they're pretty good and obviously this was a popular one. He has a really good pyramid of success that talks about setting standards and having a really good foundation, a foundation that you set out. A lot of things that he puts in his foundation have to do with cooperation, loyalty, enthusiasm. One thing I had in my foundation is honesty. I'll talk about that when I go over expectations, and then as you build out from that foundation you bring in to the equation personal qualities. So things that he puts in there are confidence, self control and then one thing I put in mind is proactiveness. So build your own pyramid of success, those qualities, those tenets that are going to make you and your team successful for the long run, making sure that you have a very solid foundation and when I get to expectations, I will show what that looks like.

Okay, inner character. So I don't know how many times any of you have done this, but I made this mistake and I try to really understand what it means to look at inner character, but forsaking character for times, how many of us, and I am speaking from a college coaching background, how many of us have looked at a kid, just for their times, say I want them, I want to maybe be top at a conference, they are going to be top at NCAAs, they're going to be making national meets, all the business. But I really suggest and tell you that through my mistakes, I would caution that just looking at times is going to directly impact your culture and not always in a positive way. Take a look at the character, take a look at who they are coached by, talk to those club coaches, reach out to the club coaches, they are very vital piece to the recruiting process and to the development of their athlete that is coming to your program. And for club coaches out there, be engaged with the parents, making sure that you understand what's going on with that kid, because I know that they have things pulling them in every different direction. Understand who they are.

And the next thing is communicating and connection. Constantly committing to communication is huge, it doesn't mean handholding. There is a big difference between that. I think having constant communication is being interested in the people that you coach and even the people that you surround yourself with and that is going to help the relationships later on and it's going to help build that team to be more successful because you're taking an active interest. From a college perspective those student athletes that are involved in art or music and going to their shows and their recitals — those things were very important to the long term success of the program. I put in a quote that everybody has heard, "Hard Work Beats Talent When Talent Fails to Work Hard." So looking at those things, that put together a successful team and making sure that you work on them each and every day; that's what I mean by consistency and not sacrificing any of that for the easy way out.

Culture. Culture is defined and created from the top down, but it comes to life from the bottom up. I love that, I love that. Because Gregg Troy talked to me and talked to all of us not just me, talked about on your teams, you have a certain level of individuals that are completely bought in, no questions asked. You know that you don't have to convince them anymore. You have another set of individuals that aren't buying in. That are questioning a lot of what you are doing. The greater portion of your team is somewhere in the middle. And what you want to do is you want to try to bring those athletes in the middle up to the ones that are buying in. And how you do that starts up your professionalism, continues on

with your leadership that helps start your culture and sustain it.
All right so then you know obviously that buy-in is built on trust. This is from my perspective, it starts from the ground up and gets everyone on board and this book talks about this a lot, get everyone on board. Not just you and your assistants, we're talking about the administration, we are talking about the custodial staff, we are talking about everybody. Get to know your custodial staff, know what their names are, thank them for what they do. Again I relate that back to my dad and the customer service side of things. When people feel appreciated, they are more likely to do more for you.
Expectations and rules. I produce a 30-page manual for my team every year and I have a page in here for expectations. What do I expect from you? Day in and day out, what can I expect from you? And more importantly if you follow these expectations, in theory the rules on the next page shouldn't apply if you are following these expectations. So number one that I have on that list is honesty. Above all, making sure that your actions, your behaviors, your goals, your beliefs should be on it, if you're getting into trouble come and tell me about it.
Loyalty. Loyalty is a big one for me. Loyalty is a big one not only in my close circle of friends, but making sure that I have loyalty from the athletes. It's not which comes first the chicken or the egg, it has to come together and it's built on trust. So that loyalty comes together at the same time, I will be loyal to the athletes, they are loyal to me as a coach.
Respect. Being open minded as well as having a constant state of learning and I think that helps with the respect. So that the respect goes both ways between athlete to coach, coach to athlete, and coach to coach.
Priorities, put the priorities in check. This one is very simple. You've got school, you've got swimming, and you've got parties. Put those in check, it's pretty odd to say about that.
Pride. Take pride in what we do in our organization, so that pride goes into branding ourselves. I love it when you know kids are showing up in all their Miami gear. I think it's very important. I do not allow anybody on the team to wear any other college at any time. I had a swimmer come up to me right after practice and he had a shirt turned inside out. I said "Why have you got your shirt turned inside out?" And he said, "You wouldn't like what's on the other side," I said, "Good move." But I showed my team I said, "Look, on you know any given Saturday, I mean we have to tow orange or blue colors for the gators, but in the same breath, you got to be branded when you out in the open, of course I will be wearing Miami for Miami games, but I still like the gators too.
Accountability. It goes back to honesty and remaining true, so you've got to be accountable for your actions. Own up to things, when you need to own up to it. That goes a long way with people.
Improvement. Improving yourself, improving your teammates, improving your sport and by teammates I mean coaches too. So always try and improve your colleagues around you.
Appearance; uniform and being uniform. So another reason why I have all of our coaches wear the same shirts is because I am asking the athletes to wear the same suits, the same warm-ups, the same parkas, the same caps, everything needs to be the same. So again I need to have my actions backup my words. So that's why I have it all matching as well as the branding piece.
Unity.
Responsibility. One of the pages in our book is all about the administrators on campus from the top dog or the president on down, the athlete director, the administrators, and that they know how to give them a salutation, they know what to say to them and they can recognize their face and who they are when they're walking on the street. I was on Miami's campus last week, and I was walking to the pool from up town and the president and his wife ride by on their bicycles and I know they are really active in the community and I

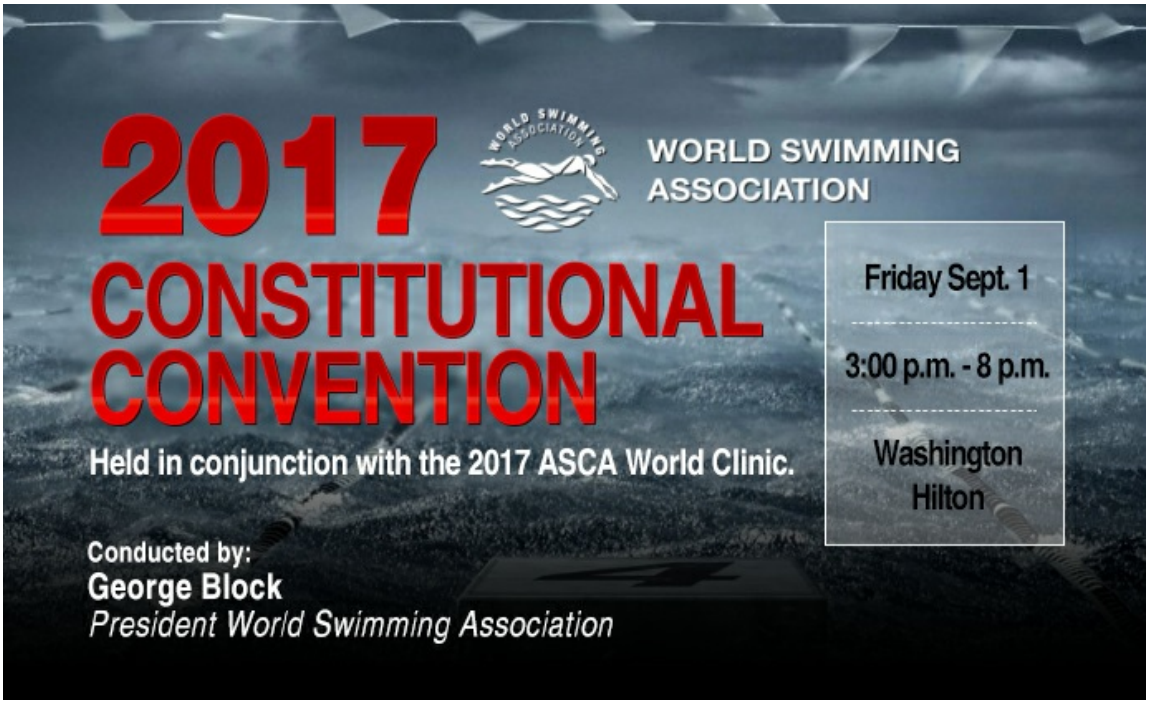
literally have a celebrity moment and I go, stop and I introduced myself and I told, you know, talked a lot of about Miami and welcomed them to the community, so making sure that you're respectful to those people.
And then the difference between having expectations and meeting expectations for me is the discipline of commitment and committing to making sure those expectations come to life.
All right Culture, so going back to what was the previous slide.
Expectations – addition through subtractions. Sometimes you have to do that, sometimes you have to add your program by subtracting some things out of it, and sometimes that means your personnel, sometimes that means athletes. One of my early years at Nova, we had our best player on the team not come to new year's morning practice when I specifically told the team you need to be at new year's morning practice, and yes it starts at 6 a.m. and she didn't show up. And I subsequently kicked her off. I was not willing to compromise in the expectation I had from my team, so I had to make that decision, I had to follow through with it. At the end of the day honestly I think it was better for our team.
Conveying the message versus receiving the message. I went over this before. What are you conveying and is it being received? So make sure I get this. So I will take you very quickly through what happened at Nova. The first year was recruiting and preparing and this kind of blends in to the culture side of things and what happened to the culture at Nova. So the first year was recruiting and preparing, the next year creating the culture, the expectations, structure and the traditions, okay. The men were first in the conference that year, the women who were fifth and at NCAAs the men were 13th and the women were 20th. So we had a good start there. The second year, the second competitive year where we are recreating the culture, we had a huge class come in, so we are recreating some of what we had already established and then we came out swinging. The men and women both won conference, men were 10th at NCAAs and our women were 14th and made our first national champion, which was incredible in just the second year of the program.
2012 to 2013. I gave the athletes a little bit more autonomy, this was the start of the Lord of the Flies, and we had a little bit of a subculture and that was my mistake. I made that mistake and I own up to it, and something I will never do again. But that year we were second in the conference on both sides, the men were 12th and the women were 15th. But we had two national champions, one male, one female. So that was pretty positive, that was a good ending to what I felt was starting to get a little bit messy and then this year happened.
2013-2014. There I basically had to do a gut check. I had to reevaluate the culture. Did I want to start over? No I didn't want to start over, that didn't make sense, I had to readjust how I look at things and I had to put that structure back in that I was missing that I had taken out thinking that that was going to be thinking that well that makes things a little bit easier for me if I give them more decision-making, but in the end, it made it so much harder for me as a coach. On both sides we were 3rd at conference, and then our men were 15th and our women were 25th, something had to change.
2014-2015. I got them all to buy back in. And by me I mean myself and my staff, I cannot stand up here by saying it was just me, my staff had a big piece in all of this. Driven by the values and great leadership we then catapulted back up. The men were 2nd in the conference and the women won their second championship and then the men were 7th and the women were 4th. We had four national champions with six honors. It was the most incredible year I've ever had at Nova without a doubt. I will never forget that year. And it was just because of all those things that I just spoke about because of that is why that happened. Okay and their buy in obviously. And then last year we are building up the year prior. We had some adversity, sometimes you need to have adversity, and that's

enough and sometimes it's crippling. So we had one of our national champions leave that year at the very beginning and it was a little bit crippling, but we recovered and we were second on both sides in the conference, our men were 4th and the women were 11th.
Now I am at Miami. Just to kind a finish all of this up is that you know they have obviously had a long history. They have had long time coaches. One recently retiring on the men's side and I keep in contact with these coaches because they are such a valuable resource and I respect the hell out of them. And then I turned to – I know Mark Davis was there last couple of years with Dave Jennings. Dave Jennings who made that women's team what it was – when he was there.
So coming into that is something that I mean I have to make sure that I expressed to the current athletes that I appreciate that time in our history and where we need to be moving forward. It's a newly combined program about two weeks to go I kind of had a eureka moment and I probably woke up at 2 o'clock in the morning that's usually when I have my eureka's, but I woke up and I said wait a minute, this feels a lot like Nova. This isn't just coming into a new program this is now putting together a newly combined program where they don't know how to blend together. It's my job to create that for them, that's what I have been working on over the last couple of weeks. I have weekly meetings with them, I have multiple meetings, but I always have a PowerPoint meeting with them, so they can visually see what my vision is and what my direction is, and really communicating and doing it step by step to not overload them because I can't give them a three hour meeting and expect them to remember everything, so we're doing it at a very good pace and I feel like it's working pretty well.
Established traditions versus new traditions. I think there are a lot of really good established traditions that Miami has. I really want to continue on with those because it's important for their future, but I also want to put in new traditions. One thing that I already changed with their established traditions is that they have this tradition of earning your cap, earning your swim cap, all the freshman, all the newcomers. And I did away with that because that doesn't follow my belief in branding. At anytime one of those administrators or presidents or whoever could come in on that pool deck, and they are going to wonder why we're not all wearing the same swim caps. So I did make that change, but there are some traditions and I am still continuing with Miami.
I don't really talk about team building with my team, I talk about team connecting. I think the teams that I coach do a lot better when they are connecting and finding ways to connect them that may involve team building activities, but at the end of the day I am asking them to connect together and find ways to relate to each other.
So very quickly, closing remarks. Making mistakes: I have learned more from making them and Gregg Troy can attest to that.
Assisting coaches. Buy in, ask if you don't understand, and present valid arguments because assistant coaches, we want to learn from you too. Head coaches continue to learn to be self-deprecating. I can't tell how disarming that is to have somebody that you talk to be self-deprecating and then we all have a good luck. I hopefully do enough of that.
Be patient with your assistants if you want them to buy in and communicate with them. You have to be patient with them. Stop and listen, listen to what people are saying. Keep your relationships with people and colleagues, pick up the phone, even if that's just a text message, pick up the phone and be connected with people. I think that's hugely important for what we do as coaches and how we are going to continue to learn. Don't be afraid to make changes. Again coming from somebody who is really tough at making changes, I highly recommend it. Mindset, as I said is a really good book for that.
Managing your team. Manage your team as you would in your household. Tend to it often like your lawn or garden. If you don't mow your lawn for three weeks, well your grass is

going to continue growing and it’s going to get out of hand. You got to tend to your teams and your relationships much in the same way. Get on the train, I had a talk about this in Nova about five years ago and it was great, you get on the train, and you don’t get off. That’s the buy in price. You got to be aggressive about it and tell people why they need to get on that train.

Team connecting opportunities. Find things that’s going to connect them. Never stop learning, never stop learning and I think you are coming to this because I feel you are actively learning and trying to make yourselves better each and everyday. And I want you to thank you.

END



The World Swimming Association Will Hold Its Constitutional Convention

by John Leonard, American And World Swimming Coaches Association
On Friday, Sept. 1, 2017 at the Washington Hilton from 3-8 PM, in conjunction with the ASCA World Clinic. Coach George Block, President of the World Swimming Coaches Assocation will conduct the Constitutional Convention.
WHAT IS THE WORLD SWIMMING ASSOCIATION.? It is an alternative to FINA. It is based on the concept of being ATHLETE CENTERED, Coach Directed and Professionally Managed. It will be TRANSPARENT in function, focused on true development of the sport worldwide and provide a viable alternative to the corruption and self-serving management of FINA. The Professional Swimmers Association (PSA) will be a key piece of the WSA.

Why Should I Attend the Constitution Convention? Because this is our opportunity as coaches to craft and construct an organization that serves the selfless purpose of bettering the sport that all of us had in mind when we became coaches. It is the embodiment of our dreams, in opposition to the continual disappointment and dismay with the decisions and corruption of FINA. If we don't begin this now, then WHEN? And if WE don't do it, then WHO WILL?
What will we be doing? It's a constitutional convention, so the focus is on the Constitution. The World Swimming Coaches Association has worked with an international law firm to take the feedback that we got over 18 months of online discussion and crafted it into a draft document. We will consider it line by line and make changes/adjustments and pass a constitution at the end of the day.
Secondarily, once that task is complete, we will create and begin discussions of the proposed working committees of WSCA, and set initial tasks. More on that in upcoming updates.
WHO SHOULD ATTEND? Every coach from all nations, who want to see good governance in our sport and transparent operation of a global body for the benefit of the ATHLETES and not the suits who sit in fancy chairs at the swim meets. You'll be setting the standards of the best alternative organization in the world…the real version of "Olympian Thought".
Please attend!

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Throw the Bums Out!

John Leonard, American And World Swimming Coaches Association
Dear Friends, Coaches and Athletes, Here's the sickening news.
FINA – returned a President to office who has lied to all of us on multiple occasions times and changed FINA rules so he can keep sitting on the golden throne and keep ruling.

FINA – returned a World Championship event to KAZAN, RUSSIA, where the national government ran (runs) a DOPING PROGRAM.

FINA – has now been led by a President from a Minor to non-existent swimming nation for FORTY YEARS (of corruption, shame and disgrace).
FINA – The Next King in Line is from Kuwait a nation suspended from the IOC and FINA and who was NOT APPROVED by his own federation (the suspended one) to fun for FINA office. Kuwait? I know Kuwaiti Coaches work hard. Does their federation help them or hurt them? Ever?

Is this what you signed up for when you began to coach or swim?
Me either. I signed up for the beauty of great athletes (clean athletes) competing brilliantly against each other.
Unfortunately the organization that is running that at the world level (and maybe, for some of us, at the national and local level as well.) is as described above. Time to throw them out and replace them with real democracy.
The WORLD SWIMMING ASSOCIATION wants to serve as an alternative.
FINA hates us. We stand for Athletes receiving 50% of all revenues that are currently going to? We stand for transparency, for REAL development (facilities, swimmers, coaches, not money to let more suits travel to more exotic destinations for "meetings" that accomplish nothing.
I accept that hate as a badge of honor.

Unlike FINA you can CHOSE to change the world of Olympic Sport to the type of thing you joined the sport for, as an individual part of the World Swimming Association. It costs pennies to join as an

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And throw these bums out on their ear.

John Leonard
END

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- Jill Burckle, Program Director
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“While I certainly believe that SwimAmerica is **by far the finest program available for preparing young swimmers** for competitive swimming, I also believe that it goes far beyond that. The SwimAmerica program lays out the most logical progression for taking a new swimmer by the hand and teaching them step by step how to REALLY swim.”

- Cynthia Stubbins, Program Director
SwimAmerica Program Director since 2003

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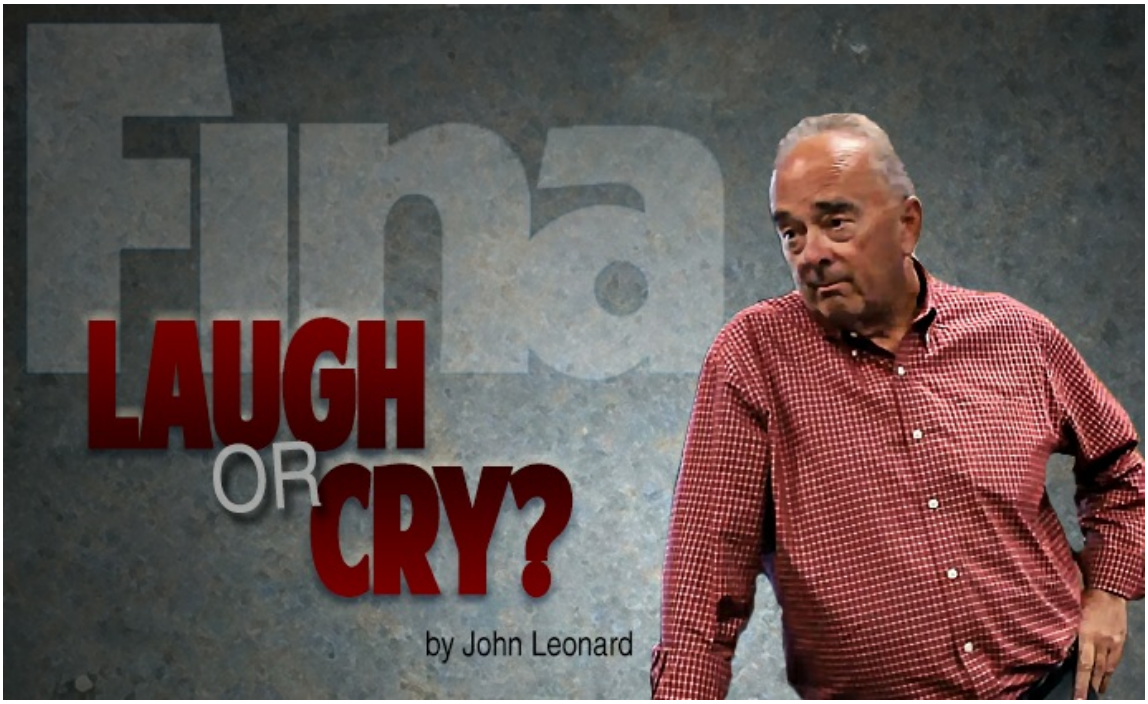

Laugh or Cry?

John Leonard, American And World Swimming Coaches Association

After a year of utter disturbance within the Bureau and office of FINA, where the corruption and stink of internal rot and decay burst onto the worldwide scene of sport political news like the worst “rotten fish” of the world, and a display of “no-care for athletes and all care for suits” unprecedented even in Olympic Sport, the epicenter of hypocrisy, topped by REWARDING the corrupt Russian sports federation with yet another FINA Championship despite the Russian Doping scandal, the worst since the crimes of the DDR was revealed in 1988…..well, absolutely nothing changed at the FINA Congress in Budapest.
The President who has now, three times, lied about his intentions and changed FINA rules to allow him to continue on beyond when even the IOC says he should assume a ceremonial role, was re-elected. His chosen successor, guaranteed to keep the secrets in the vault, will now automatically follow him to the Thrones they all so love, despite coming from an IOC suspended nation and not even supported by his own suspended Federation (an existing FINA rule). And by the way, the man in question is part of a FIFA corruption case indicted by the USA Federal Government and exposed in their case. He was elected too. Absolutely nothing changed.
USA Swimming supported the President and his Kuwaiti accomplice. Of course they did. Apparently, they can’t trust the FBI to properly investigate anything right? Right? Olympic Dollars and the Circus rolling on cannot be interfered with.
It does make one wonder whether to laugh or cry?
And it reminded me of this, yesterday:
“While working in Europe with USA Olympic Head Coach Peter Daland, he once told me that the power of the coach is that we are the ones who care about, nurture and help the athlete throughout their career. Everyone else in the sport is just part time hangers-on on the periphery of sport.

Read that again.
He asked me not to forget that. Sometimes I do. Today I don't.
If we (we being ATHLETES AND COACHES) are not being well served by those who find places on the periphery, it's time to focus on the CORE and take care of that and cut off the periphery.
We have allowed them a place in the picture. Sometimes they find themselves at the top of the mountain with the absurd idea that they climbed up there.
They didn't. We allowed them to take the helicopter. Usually because coaches didn't want to make the time and take the energy to do the backroom work of running swim meets, and related really necessary tasks.
Once they became "useful", we allowed them to become powerful. What a mistake. Our mistake. Our Mistake. OUR MISTAKE.
We need to simply do what's best for our athletes and refuse places at the table to those who do not do what's best for our athletes.
That's what we did in the USA in 1977-78 when we left behind the former thieving lying scum who ran the previous organization.
We can always do it again.
Coaches, please circulate as you see fit (or not). It's time for change in a lot of places.
FINA, the IOC, USOC, USA-Swimming: Who is serving our athletes? Who do we need to cut loose?

John Leonard

END

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