

## CHAPTER 1: AN OVERVIEW

### INCREASED MASTERY AND PROFESSIONAL APPLICATION OF COACHING THEORY (IMPACT)

#### WELCOME TO THE PROFESSION OF COACHING!

Second only to soccer, volleyball is the world's most popular sport. Some reading this manual may have started as players, since most have probably played volleyball at some point in our lifetimes, whether in school, at park and recreation facilities or at family picnics. Or some may have gotten involved in volleyball because of a family member playing, officiating or coaching the game. USA Volleyball is excited that you have decided to become involved in coaching and in giving back to the sport. Some reading this today may have already been involved in coaching for many years...as the title of this course and manual express, we invite you to **INCREASE YOUR MASTERY** of the art and science of coaching. Thanks to all of you, on behalf of all athletes, for being a part of the coaching profession.

USA Volleyball (USAV) is the National Governing Body (NGB) for the sport in the United States. The USAV headquarters is based in Colorado Springs, Colorado. In the USAV Articles of Incorporation (see below), the first and second stated specific and primary purposes for formation specifically address the need for education.

#### USAV ARTICLES OF INCORPORATION

According to the articles of incorporation of USA Volleyball, the specific and primary purposes for which this non-profit corporation is formed are to:

- ***Teach the sport of volleyball to children and adults by holding clinics conducted by qualified instructors in schools, playgrounds and parks;***
- ***Provide volleyball practice sessions, classroom lectures, seminars and panel discussions through which selected trainees may be schooled in competitive coaching, playing, officiating and scouting techniques;***
- Foster and conduct area, regional, state and national amateur volleyball competitions;
- Unite those organizations in the United States that are supportive of this corporation and to aid those organizations in developing volleyball programs;
- Select and train suitable candidates in the techniques of volleyball for national and international competition and thereby improve the caliber of candidates representing the United States in Olympic, Pan American and World Games competitions;
- Foster and conduct amateur volleyball programs between the United States and foreign nations for the exchange and training of suitable candidates in the techniques and practices of volleyball in countries other than their own;
- Represent the volleyball interest of the United States in national and international amateur sports organizations;
- Collect, compile and maintain a complete and continuous record and history of volleyball and in cooperation with educational and related institutions throughout the United States, and make said records available for research, study and interpretive use.

#### NOTES:

## **USA VOLLEYBALL (USAV)**

Since its inception, and especially over the past few decades, the evolution of USA Volleyball has been great. Less than 30 years ago, the association was an all-volunteer group. 2011 was the 32nd anniversary of the Junior Volleyball Championships. Now there are more than 199,900 junior girls and more than 12,000 junior boys participating at the Junior Volleyball level. The Cub Scouts have recognized over 51,000 athletes through their volleyball programs and other member organizations have greatly increased volleyball figures over the past decade, as well. More than 459,000 boys and girls compete in high school volleyball programs nationwide. There are dozens of national staff and regional support staff who put full-time effort and more into the development of the sport. This organization, and the sport itself, continue to change rapidly. Following the tremendous success of all of our USA Volleyball teams in 2008 – Gold and Silver in Beijing for our Men’s and Women’s Indoor National teams, along with two Gold Medals for our Beach teams, and a Silver for our Women’s Sitting Paralympic team - the goal is to continue to work together with all members, all organizations and all disciplines to make the current Quad going into the London Olympic Games, the next Quad, and the next decade, an even greater success!

USA Volleyball firmly believes that every volleyball athlete in this country deserves to have access to a trained volleyball coach. However, even some “untrained” coaches who might teach players techniques that may not be considered the best– or even the most recent – may still be considered to be “good coaches” if they are giving the players a good experience as they learn. As a result, players will enjoy the game and stick with it. The converse, however – great techniques, but a poor learning experience – means they will not enjoy playing and may not stick with the sport. So, taking both together - learn the best techniques and systems to teach players AND give them a great experience in learning the game - and you will have hooked them for life!

The goal of this IMPACT Clinic, and all levels of the Coaching Accreditation Program (CAP) courses, is to give coaches a great start by presenting the correct information and techniques to accomplish both of these goals for their given situation. Remember, there are as many different ways to play the game as there are champions!

## **THE GAME IS STILL GROWING**

In 2011 the Sporting Goods Manufacturers Assoc noted that 7,346,000 Americans played court volleyball, with 4,123,000 core participants, 68% of whom are female; with an 8.5 % growth rate from 2001 to 2010. Volleyball is the second most highly sponsored women’s collegiate team sport, and is the third most popular high school girls’ sport with 409,332 players (according to the ’10-’11 NFHS Athletics Participation Survey), and ranks third in school sponsorship with 15,479 schools. Boys’ programs have begun in hundreds of high schools in the past quadrennial. In ’10-’11, 50,016 boys participated in volleyball at 2,078 high schools. World-wide it is estimated that over 800 million play in the FIVB’s 220 member Federations. The beach game has a successful worldwide tour for men and women and made its Olympic debut in Atlanta in 1996. American Beach Volleyball gained huge exposure in each of the past three Olympic Games due to Gold medals for the Men in ’96, 2000 and 2008, as well as Gold & Bronze medals for the Women in 2004, followed by Gold again in 2008. In 2010, the SGMA counted 5,028,000 Beach Volleyball participants, with a 10 year growth rate of 9.4%. Outdoor Grass participants are also growing. Crowds of thousands often see the beach and indoor national teams play on U.S. indoor tours and women’s collegiate matches set new attendance records each year. Many of the world’s top players make more than \$100,000 a year playing the game. USAV Junior Volleyball numbers have consistently grown as well - from 2,000 in 1977 to 4,800 in 1982; from 110,000 in 2003 to over 154,400 in 2006; from 166,800 in 2007 to 183,800 in 2008; 190,600 in 2009; 193,000 in 2010 and to just over 212,000 in 2011!

## **USA COACHING ACCREDITATION PROGRAM (CAP) OVERVIEW**

The USA Coaching Accreditation Program (CAP) is a comprehensive, 5-level coaching certification program that thoroughly covers all aspects of teaching and coaching volleyball. CAP Level I certification requires a prior “Foundations of Coaching” class. These classes focus on the critical elements of the profession of coaching and are accepted as meeting the “Foundations” requirement: **USAV IMPACT Clinic** or **Webinar**, or with purchase of a current IMPACT Manual and completion of the test, the **NFHS’s Fundamentals of Coaching Volleyball** online course, **ASEP’s Principles of Coaching** online class, or other accepted classes will usually be accepted. The **IMPACT Manual** and clinic, whether delivered by local USAV Regions or by USAV’s National Education Dept., serves as a pre-requisite to CAP Level I.. Both IMPACT and CAP programs exist to assist both beginning and experienced coaches in teaching volleyball athletes from youth to collegiate and elite levels.

USAV-CAP is a centralized, national program. Each course, organized by the office of Coaching Education at USA Volleyball in Colorado Springs, is presented at key sites throughout the U.S., typically in 15-20 dates per year. Course formats and topics are standardized to ensure consistent information and activity presentation at each site. Prerequisites for courses beyond IMPACT may include: years of coaching experience; verified attendance at coaching clinics; demonstrated competitive success; and contributions to the game of volleyball.

The curriculum at each level of CAP was determined based on the intended audiences, as explained on the following pages. This overview is meant as a general guide only. Details may vary according to course site and host. Check with the USAV-CAP office for the most current information on the coaching certification process. A current year schedule of CAP Courses, along with registration information for each, may be viewed at [www.usavolleyball.org](http://www.usavolleyball.org) and clicking the Events/CAP Course tab.

**NOTES:**

⇒ ***IMPACT and IMPACT PLUS CLINICS- “Increased Mastery and Professional Application of Coaching Theory”.***

- **Target Audience:** Specifically, beginning coaches or those with little to no prior coaching education foundation course work. This course is ***also required for ANY coach to be able to coach a USAV Junior Club team.*** It will also meet the pre-requisite “Foundations of Coaching” class requirement for CAP Level I.
- **Content Presented:** ***IMPACT Manual;*** includes Coaching Principles; Motor Skill Learning Theory; Communication & Feedback; Ethical & Legal Duties; Basic Games/ Drills; overviews of Fundamental Skills/ Offensive/Defensive System Organization and Practice & Drill Design.
- **Length:** Required length for on-site Clinics is 4 hours (half-day format). On-site Clinics are scheduled & taught by local USA Regional Volleyball Associations (RVAs) or may be offered at select USAV National Events & CAP course sites. ***IMPACT Plus*** Clinics include an ***additional*** (minimum) 1- 2 hours of on-court training time. The on-line Webinar version of IMPACT is taught over two evenings for a total of 5 hours and includes an online certification test.
- **Requirements:** Pre-requisite for CAP Level I certification. The USAV National Office does not require a recertification; however the coach’s home Region may decide to do so, on a periodic basis.
- **Cost:** Varies by membership status, course site, format and length. Generally, cost may vary from approximately \$25 to \$80 or more. Late fees may apply. Some Regions provide this free to members.
- **Resources:** Current year ***IMPACT Manual.*** This manual is designed to introduce coaches to the key elements of being an active USAV Junior Volleyball coach. ***IMPACT Plus*** includes hands-on court time ***in addition to*** the standard in-classroom clinic. Either format (or the on-line Webinar version) will meet the USAV Junior Volleyball requirements for participating coaches and to meet the “Foundations Course” pre-requisite for attending and certifying at CAP Level I.
- **Benefits:** Following ***IMPACT*** Certification, coaches will receive documentation from the course instructor to take back to their RVA. Coaches will be added to the USAV-CAP/Education email lists to receive periodic information. Certified coaches are eligible to coach USAV Junior teams and the certification date will be entered into the National Database for the CAP Level I “Foundations” requirement.

⇒ ***CAP Level I HOME EQUIVALENCY (HE)***

- **Target Audience:** ***ONLY for well experienced coaches with prior coaching education foundation course work;*** must possess established competencies in facilitating athlete development.
- **Content Provided Via:** Home study of materials.
- **Length:** Varies per individual.
- **Requirements:** Written test, signed USAV Code of Ethics form, proof of "Foundations of Coaching" course, submission of Favorite Drill & Coaching Philosophy Forms, successful USAV Background Screen; ***attending one additional approved CAP Module AND a Level II course*** are required for Level I HE accreditation to be granted.
- **Cost:** Approximately \$250 to \$275 (based on Member status).
- **Resources:** ***Coaching Volleyball: Building a Winning Team, Supplemental Handouts and USAV Coaches COE & Conduct.***

- **Benefits:** Coaches are added to USAV-CAP/Education email lists to receive periodic information. Once all above requirements have been met, the HE CAP Level I coach is eligible to coach USAV JO teams.

#### ⇒ CAP Level I

- **Target Audience:** ALL coaching and teaching levels, especially coaches who have had limited formal coaching education courses. All coaches must start with Level I to progress through the USAV-CAP Accreditation System.
- **Content Presented:** Typically a mix of on-court and in-classroom hands-on learning. New Hybrid format includes a mix of on-court and online training sessions. The emphasis of CAP Level I is on **Teaching the Skills of the Game**. Sessions include, but are not limited to, practicum in Teaching the Fundamental Skills; Motor Skill Learning Theory; Coaching Principles/Foundations; Developing a Coaching Philosophy; the USAV Code of Ethics & Athlete Safeguards; Legal Duties; Drill Design and Implementation; Practice Preparation and Execution; Basic Offensive/Defensive/Serve Receive Organization Systems, etc. The Additional Module topics allow more study of specific topics and may vary at each course site.
- **Length:** 13 to 16 hours, typically in a 2 day on-site format, plus follow-up work at home; Day 1 is 10 hours of Core course instruction; Day 2 is 3-4 Elective Module topics in 1-1.5 hour long sessions.
- **Requirements:** CAP Level I written test; signed USAV Code of Ethics form; a successful USAV Background Check; proof of a “Foundations of Coaching” course; submission of Coaching Philosophy Worksheet and Favorite Drill Form (with on-site copies for course Cadre); and one Additional Elective Module are required for Level I accreditation. Most course sites will automatically include the additional module. With submission of proper documentation, FIVB and Canadian certifications may be acceptable (with a successful Background Check, submission of Coaching Philosophy Worksheet and Favorite Drill Form, and attendance at one Additional Elective Module) to grant USAV-CAP Level I status and allow certified coaches to attend a CAP Level II course. ***There is also a 1 season coaching experience requirement prior to attending the next level course.***
- **Renewal Requirement:** Coaching certification is good for a **4-year period** & if status is “current”, may be renewed by either:
  - Attending another USAV-CAP Level I course (no other requirements except for a current successful Background Screen on file); or
  - Submit proof of attending a total of four approved USAV-CAP Modules within 4 years of last certification date to stay current (requires a successful Background Screen as well). See website for more details about Approved Modules, where to attend them, and how to submit for recertification.
- **Cost:** Early Bird deadline- approximately \$225 (for members of BOTH USAV and the AVCA); \$240 (for members of either organization); up to \$265 (Non-Members); actual fees may be dependent on site/host. Additional Module cost - \$35 up to \$65. Late fees may be applicable after the early registration deadline.
- **Resources:** ***Coaching Volleyball: Building a Winning Team***; Level I Supplemental Handouts; in-class video, DVD/PPT presentations; ***USAV Coaches Code of Ethics and Conduct***, & other materials.
- **Benefits:** Coaches will be added to the USAV-CAP/Education email lists and the USAV ***Rotations*** electronic newsletter to receive periodic information; coaches will receive access to the USOC’s ***Olympic Coach*** e-magazine, receive a letter/email of congratulations, and Certificate of Accreditation.

#### ⇒ CAP Level II

- **Target Audience:** Open to all USAV-CAP Level I Accredited Coaches of all levels and experience, including those who have taken and passed the Level I Home Equivalency Test and met all other CAP Level I requirements, and to those granted CAP Level I status via FIVB or Canadian equivalent certifications. Check with USAV-CAP National office for updates.
- **Content Presented:** On-court/in-classroom with hands-on learning. The emphasis of CAP Level II is on **Organizing and Developing Team Play**. Topics may include: Developing Guiding Principles; Developing Team Systems of Play; Building the Serve Receive Offense; Team Building: Effective Communication and Trust; Building Team Defense: Blocking and Floor Defense; Developing Out-of-System Systems; and Team Drills: Teaching the Systems. Module topics may vary.
- **Length:** 15-18 hours in a two day format, plus follow-up work at home; Day 1 is 10 hours of Core course instruction; Day 2 is 4-6 Elective Module topics in 1-1.5 hour long sessions.
- **Requirements:** CAP Level II online test, documentation of attendance at two additional Modules (usually included), a clear USAV Background Screen, submission of a Favorite Drill (and copies), signed COE on file & submission of original 1000 word article are required for Level II accreditation. ***There is a 1 season coaching experience requirement prior to attending CAP Level III.***
- **Renewal Requirement:** Coaching certification is good for a 4-year period. If “current”, may be renewed by:
  - Attending another CAP II course (no other requirements except for a current successful Background Screen on file), or

- Attending and submitting proof of attending a total of 5 Approved CAP Modules within 4 years of last certification date (requires a successful Background Screen in the system; see website for more details on Approved Modules), or
- **Applying for a recommendation to attend a training session to become an IMPACT Instructor for your Region.** Attending this IMPACT Instructor Training session, plus teaching 1 required IMPACT Clinic (taught and documented to the National Office standards) within the initial 4 year period following your last accreditation date, will give you four of the 5 necessary Modules Credits for Level II re-accreditation; teach one additional IMPACT Clinic or attend 1 additional approved Module and the renewal requirements for Level II will have been met. In subsequent 4 year periods, trained IMPACT Instructors may use up to 3 IMPACT Clinics (taught and documented to the National Office standards) as Level II re-accreditation Module credits. Contact [CAP@usav.org](mailto:CAP@usav.org) for more information.
- **Cost:** Early Bird deadline- approximately \$250 (BOTH USAV & AVCA); \$265 (members of either organization); up to \$290 (Non-Members); dependent on site/host. Additional Module cost is from \$35 to \$65. Late fees may apply.
- **Resources:** *Volleyball Coaches Survival Guide*; **Level II Supplemental Handouts**; in-class video, DVD and PowerPoint presentations; *USAV Coaches Code of Ethics and Conduct*; materials for modules may vary.
- **Benefits:** Coaches will be added to the USAV-CAP and Education email lists and the USAV *Rotations* E-Newsletter to receive periodic information; coaches will receive access to the USOC's *Olympic Coach* e-magazine, receive a letter/email of congratulations, and a Certificate of Accreditation. Coaches may also have their Article or Drill selected for publication. USAV-CAP Level II accredited coaches are also eligible, with their Region Office's approval, to become an IMPACT Instructor Candidate.

### ⇒ **CAP Level III**

- **Target audience:** Open to all CAP Level II Accredited Coaches of all levels and experience. Check with USAV-CAP National Office for updates. Offered 1-2 dates/sites per year.
- **Content Presented:** On-court & in-classroom with hands-on learning. The emphasis in CAP Level III curriculum is on **Moving Teams/Athletes to Elite Levels of Play**. Module topics may vary; sessions may include but are not limited to: Sport Psychology; Gender, Communication & Competition; Fueling for Volleyball Athletes; Weight Training; Program Periodization Planning; Communicating with Today's Athlete; National Team Observation or interaction. Peer Presentations and Outreach Project development time is included.
- **Length:** 18-20 hours in a 3 to 4 day format, plus follow-up work at home; 10 hours of Core instruction; plus 4-6 Modules.
- **Requirements:** Design, implementation and evaluation of a follow-up ***Outreach Project to grow the game is required***; submission of written/electronic drill(s) with video clips; online CAP III test over material and textbooks. ***One season coaching experience requirement prior to attending CAP IV.***
- **Renewal Requirement:** Coaching license is good for a 4-year period. If "current" may be renewed by one of three methods (see website for methods of renewal if "lapsed"):
  - Attending a CAP III course (no other requirements except for a successful BGS on file); or volunteer with USAV-CAP for an educational event/experience within 4 years of accreditation date (call the National Office for more information); or

### NOTES:

- Attend and submit proof of attending a total of 6 approved CAP Modules within 4 years of last certification date (requires a successful Background Screen as well; see website for details on Approved Modules); or
- **Apply for a recommendation to attend a training session to become an IMPACT Instructor for your Region.** Attending this IMPACT Instructor Training session, plus teaching 1 required IMPACT Clinic (taught & documented to National Office standards) within the 4 year period following your last accreditation date, will give you 4 of the 6 required Approved Modules Credits for Level III re-accreditation - teach 1 more IMPACT Clinic and attend 1 more Module and the renewal requirements for Level III will have been met (requires a successful Background Screen as well). In subsequent 4 year periods, trained IMPACT Instructors may use up to 3 IMPACT Clinics (taught and documented to the National Office standards) as Level III re-accreditation Module credits. Contact [CAP@usav.org](mailto:CAP@usav.org) for more information.
- **Cost:** Varies according to USAV Membership status, course site and registration deadlines, but generally in the \$300 to \$400 range, with discounts for USAV and AVCA members; late fees may apply; also dependent upon the site and coordinating events.
- **Resources:** Level III Course Manual individually developed per course topics; Textbooks may include *Gender and Communication – Periodization Training for Sport; How Men and Women Approach Work and Play Differently*, and the *USOC Sport Psychology for Coaches* texts may be available.
- **Benefits:** Coaches will be added to USAV-CAP & Education email lists and the USAV *Rotations* E-Newsletter to receive periodic information; coaches will receive access to the USOC's *Olympic Coach* E-Magazine, receive an email of congratulations, and a Certificate of Accreditation. With National Office approval, Level III accredited coaches may be eligible for CAP Cadre Apprentice training; additional criteria may apply.

#### ⇒ CAP Level IV

- **Target audience:** Currently, this level may be reached by appointment only...for National and Olympic Pipeline Coaches with international coaching experience.
- **Future content/format:** In the future, CAP Level IV will become a 3-7 day course, plus mentoring experience, utilizing a Critical Thinking Seminar format for an in-depth learning experience with a single topic per course/seminar; Emphasis is on specific aspects of the **Profession of Coaching** through specialized, expert, individualized training. Stay tuned for more information on development of this new course.
- Status currently granted to those individuals who have been Head Coaches of an official USA National Volleyball Team competing internationally (no re-certification necessary) or those who have assisted with a USA National/Olympic Team (Disabled Teams, World University Games, National Team Apprentice program, Junior or Youth National teams, etc.), for a period of 4 years following completion of National coaching staff duties. *Thereafter, continuing education units will be necessary to maintain CAP IV status.*
- Coaches who have received Cadre training **and** assisted national teams or head coached an official USA Volleyball team internationally are also granted Level IV status, for up to 4 years following retirement from CAP Cadre duties. *Thereafter, continuing education units will be necessary to maintain CAP IV status.*
- **Length:** Proposed 24-50 hours in a once per year, intensive single-topic, 4-day National Seminar format plus mentoring experience and home study assignments..
- **Cost:** Varies according to USAV Membership status, course site and registration deadlines, and generally in the \$400 to \$850 range depending on length and associated events; late fees may apply.

#### ⇒ CAP LEVEL V

- Level V status is granted to all current and previous USA Volleyball Olympic Team Head Coaches.
- Those coaches that have participated in the creation of the USAV-CAP program are also granted Level V.
- CAP Level V is granted for lifetime status.

#### ⇒ Volleyball Conditioning Accreditation Program (VCAP) Clinics

- **Length:** 3-4 hours; 6 Week and 12 week versions. VCAP Clinics are sponsored by USA Volleyball, USA Volleyball's Sports Medicine and Performance Commission (SMPC), Performance Conditioning for Volleyball and 24 Hour Fitness.
- **Target audience:** VCAP clinics are designed for coaches with responsibility for conditioning their volleyball teams, emphasizing the use of non-weight room exercises, equipment and programs.
- **Content presented/approach:** Emphasis is on conditioning volleyball athletes and teams without relying on use of a weight room. Hands-on topics covered in the course include both on & off-court conditioning, movement, administering testing & evaluation, individualization, jump training, over-training & injury prevention.
- **Cost:** by Early Bird deadline (per individual Clinic) from approximately \$75 to \$100. Late deadlines and fees may apply.

- **Instructors:** The “Accreditation” portion of the VCAP acronym refers to the certification of VCAP Instructors. Both the Strength and Conditioning Professional with a high interest in conditioning volleyball players and the Volleyball Coach with a high interest in the field of strength and conditioning are eligible apply to train and serve as the instructors for these Clinics. VCAP Instructor Training sessions are conducted a few times per year. If interested contact the USAV-CAP National Office for more information on becoming a Volleyball Conditioning Program Instructor (VCI).
- **For more details**, also visit [Performance Conditioning for Volleyball](http://www.performancecondition.com/volleyball) website ([www.performancecondition.com/volleyball](http://www.performancecondition.com/volleyball)).

For more information on the Coaching Accreditation Program, including where the closest CAP courses will be in your area this year, visit the Education pages at [www.usavolleyball.org](http://www.usavolleyball.org), or contact USA Volleyball Coaching Education, 715 South Circle Drive, Colorado Springs, CO, 80910-2368 at (719) 228-6800 or [CAP@usav.org](mailto:CAP@usav.org).

### **USA IMPACT OVERVIEW**

The main goal of this *IMPACT Manual*, in conjunction with IMPACT Clinics, is to give new and relatively inexperienced coaches a good start on the road toward becoming a “qualified instructor” as they join the profession of coaching. USA Volleyball wants to motivate and help ALL participants to become responsible coaches and to develop a clearer understanding of the accompanying responsibility and opportunity. For experienced coaches, in addition to fulfilling the minimum requirement to coach a USAV Junior club team, this Manual and Clinic seeks to re-acquaint them with and re-emphasize the essential information necessary to be the most effective coach one can be, thus the title acronym for **IMPROVED MASTERY and Professional Application of Coaching Theory**.

This course is an offshoot of, and may be considered the introductory course to the Coaching Accreditation Program (CAP), which is also under the auspices of the USA Volleyball Coaching Education department. *IMPACT* and *IMPACT Plus* courses are the lead-ins to attending and becoming certified at CAP Level I. Either version will serve as the pre-requisite to attending a CAP Level I course, satisfying the “Foundations of Coaching” requirement toward CAP I accreditation.

This Manual and Clinic curriculum was originally developed in the late 1980’s by John Kessel, USA Volleyball’s current Managing Director, Region Services Programs. In addition, the USAV Regional Volleyball Associations (RVAs) and other volleyball leaders assisted in creating this important resource for all coaches, both new to or experienced in volleyball.

After undergoing several revisions over the past years the Manual material now includes the Core Coaching section, used in this Clinic, and a list of Resources at the end of each chapter, portions of which are available to download from the IMPACT Resources pages of the USA Volleyball website ([www.usavolleyball.org](http://www.usavolleyball.org)) then click on the **Resources/Education/IMPACT/Articles** tabs).

While some of the resource material may be referred to during a course, the main discussion will be in the Core Coaching areas. This course is not so much about the “X’s and O’s” as much as it is about the ways to **understand and teach the “X”s and O’s**.

### **NOTES:**

## **THE IMPACT of COACHES**

The primary goal of the **IMPACT** program is to help coaches understand and become well-skilled in handling the awesome responsibility and incredible opportunity they have to positively influence young people through the sport of volleyball. Studies show there are about 3 million coaches in sport and about 2.5 million of them are untrained. Estimates of the attrition rate at the community or youth level are near 40 percent. For most, coaching is entered into more as an accidental occupation, not as the “profession” that it should be considered by all to be.

Broadly speaking, American coaches are probably the least formally trained coaches in the world, balking at spending time and money on coaching education and training. However, entering the profession of coaching, even if only for a season, paid or volunteer, requires that:

- **Coaches have a specialized body of knowledge**
- **This knowledge is taught under a system**
- **There is an evaluation of what has been learned**

Despite this lack of required formal training, high school and some Junior Club Volleyball program coaches are with their players two to three hours a day, five to six days a week, for several months of the year including tournaments. This adds up to more hours than some parents are able to spend with their children outside of work and school days. Yet, it is sometimes forgotten that young athletes are not merely smaller versions of adults, but are children, and coaches must work to understand and empathize with them at their level.

A quick look at the current average number of hours of training before being permitted to work in selected professions gives us an idea of the under-training that exists in coaching:

Bus Driver	...120 hours of training required
Beautician	...1,000 hours of training required
Plumber	...2,000 hours of training required
Dentist	...4,000 hours of training required
Physician	...12,000 hours of training required
<b>High school coach</b>	<b>...0 to 3,000 hours of training required</b>
<b>Youth volleyball coach</b>	<b>...0 to 4 hours of training required</b>

While striving to win is an objective of any volleyball match, it is not the main goal of the sport of volleyball at the beginning level. Coaches are charged with the duty to help each and every player become a responsible and autonomous individual.

### **This *IMPACT Manual* and class will focus on the following four main areas:**

1. Helping participants create what they need to coach volleyball efficiently and effectively in a much more active and improved way, and to begin or enhance your development of a functional coaching philosophy.
2. Making participants aware of the great opportunities and responsibilities involved in the coaching profession, especially with young athletes. Risk management, legal duty and insurance information are also included.
3. Developing an understanding and appreciation of the National Governing Body of volleyball (USAV) and its role in international, national and regional leadership.
4. Identifying the latest resources available to help coaches create or improve any program.

The USAV Regional Volleyball Association (RVA's) certify and rate both adult and youth volleyball officials on an annual basis. A similar commitment is now being made to increase levels of coach competency, through both this required IMPACT Manual/Class and the Coaching Accreditation Program (CAP).

This is not an easy game to master at any level. The varied skills and the challenges of continually having to rebound the ball, coupled with the maximum of three team contacts, can make the game look more like “chaos ball”. Coaches of this unique game must have patience and become “students of the game”, working to stay up on changes and advancements in the game.

### **The Goals of USAV Junior and Youth Volleyball**

- **Teach young people the skills of volleyball. Any player who enters a volleyball program has the right to expect quality coaching and instruction.** Volleyball can be a vehicle to a better quality of life.

- **Help kids to have fun and enjoy volleyball.** Cooperation and having a good time are important to kids.
- **Help players build confidence and self-control.** Emphasize individual development, regardless of the score. Opportunities & responsibilities in play, travel & practice are teachable moments.
- **Help participants understand “winning”.** This ultimate team sport requires a focus on playing one’s best, because winning is out of one player’s control. Winning is the by-product of a superbly organized program. And remember... *in all the matches played on any given day, 50% of all teams lose.*
- **Teach teamwork.** Teach players to cooperate with teammates to help them play as well as they can. With an emphasis on three contacts before returning the ball, volleyball teaches cooperation in a unique way. Support the goal of reaching a common objective, where individual intent to improve results in group success. Teach players to respect teammates, opponents, officials, fans and themselves. In volleyball, judgment is made on every contact – by someone else - and players must adapt, abiding by the referee’s rule judgments. The rules, while not identical to those of international and Olympic volleyball, are similar to those by which the entire world plays.
- **Improve players’ imagination and anticipation skills.** The rebound aspect of volleyball means that the *preparation* for contact is more important than actual contact. Players must process information from clues, cues, perceptions and demands, and all before the ball is ever contacted.
- **Improve communication skills.** Volleyball is a game of constant chatter to help one another, once the kids know what to talk *about*. Players must learn correct responses in practice, as well as know how to make corrections, both individually and among the team.
- **Develop players emotionally.** The nature of the game requires players to be both self-reliant, with little coaching help from the sidelines, and united with the other teammates on the court. Players learn to take personal responsibility for their actions, with help from both teammates and the coach in establishing personal confidence through success on the court.
- **Nurture, never destroy.** There is a big difference between mental toughness and psychological abuse. Build a frame of realism, but never damage an athlete’s self-worth or confidence. Coaches must not be selfish in dealing with a player’s sense of self-confidence.
- **Develop friendships.** This includes friendship among parents and the players, as well as among teammates. It also includes friendships that can grow between opponents. The value of friendships across the nation and internationally is significant. The Chinese put it this way: *“Winning and losing are temporary, but friendships last forever.”*
- **Cultivate parent participation.** Their true support and involvement with Junior Volleyball activities must be established.
- **Learn a sport for a lifetime.** There are national age group competitions for boys and girls from 12-and-under to players 75 years old and over.

### **VOLLEYBALL - A LIFETIME SPORT**

For coaches who have no doubt played this game in one form or another, even if it was just in physical education class long ago, all must be open to almost constant evolution and **change** in the game.

Volleyball is not played the same way today as it was played even just last year. Volleyball has evolved more in the past decade than any other sport. Coaches need to make every effort to regularly attend good clinics. They owe it to themselves and their players to keep updated on the latest techniques and advancements in the game.

### **NOTES:**

By attending *this* clinic, participants also have set a higher standard for their volleyball programs and for better leadership. Coaches must never compromise the self-esteem of players or fellow coaches as they seek to improve them all. Keep an open mind and create what your program and players need.

### **VOLLEYBALL - A DIFFICULT SPORT TO LEARN**

Most of the American sports that youngsters have tried will allow the players to hold the ball or at least to pause with it in their possession, with no penalty. However, the rebound aspect of volleyball creates unique challenges for all players. Volleyball makes broad motor skill demands on a player that include spatial orientation, balance, rhythm, power, speed and other coordinative abilities. Many uniquely different skills (and a myriad of variations of each) are needed just to play the basic game. Patience is paramount, both for those teaching and those learning the sport.

Volleyball does not copy the experiences of any other team sport. Young athletes, and even most adults, have a limited understanding of how the game should be played and what sort of conduct is proper. Volleyball is the truest team sport, since no one player or skill can dominate the outcome in and of themselves, but players may bring in actions from other sports that hinder the type of teamwork necessary to play this game. If athletes played volleyball like many professional sports are demonstrated on television, they would never become good volleyball players. Coaches should guide and support players in learning the kind of cooperation that volleyball requires. Read more about the unique aspects of this sport in the Resources Section article, “*Unique Game Characteristics*.”

### **ADDITIONAL RESOURCES**

⇒ If you want to read more about the volleyball topics below, or others related to this chapter, download & print out the articles found at [www.usavolleyball.org](http://www.usavolleyball.org) under the Resources tab, then click on the Education/IMPACT/Articles links.

- [Overview of 2011-2012 Coaching Accreditation Program Requirements](#)
- [History of Volleyball](#)
- [The World of Volleyball Chart](#)
- [The Uniqueness of Volleyball](#), by John Kessel