



RUGBY WORLD CUP 2021 COACH INTERNSHIP PROGRAMME (CIP21) REVIEW

Women into High Performance Coaching

Programme Lead: Carol Isherwood



BACKGROUND

Women in High Performance Coaching: Coach Internship Programme (CIP21)

- World Rugby undertook a review of the status of women in high performance coaching in 2018 due to the lack of women coaching at an elite level. An audit of the 2016 Olympics and the 2017 RWC revealed that only four female coaches had been involved and only one as a head coach.
- A number of barriers (see next slide) were identified and a range of interventions were put in place to try to address these issues. A key issue has been the inability for female coaches to gain the crucial experience at a high performance level to be appointed to elite coaching roles.
- Therefore, World Rugby established a Coach Internship Programme for participating Unions at Rugby World Cup 2021.
- The internship programme was officially launched in September 2020 and sought to provide a year of professional development and HP experience with their national squad for the 12 coach interns, culminating at Rugby World Cup 2021. As there was a delay to the RWC2021 due to covid – this ended up being a 2 year programme and as a result of this there were some changes to the coaches over the period of the programme.

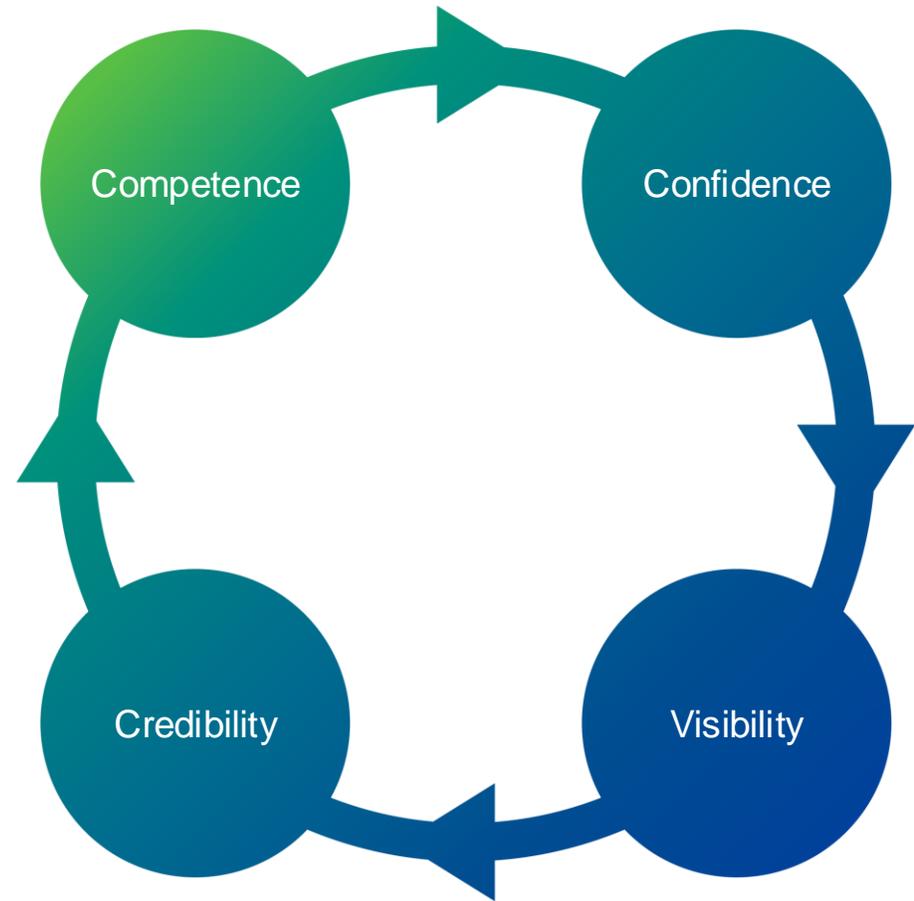


THESE WERE THE KEY ISSUES IDENTIFIED FOR WOMEN GAINING HP ROLES



KEY COMPONENTS IN ADDRESSING THE BARRIERS TO WOMEN IN HP COACHING

CIP21 was structured to support the development and improvement of all these key components, to address the issues which are acting as barriers to female coaches gaining roles at a HP level.





THE CIP21 PROGRAMME OUTLINE

Objective:

- To support the development and employability of female coaches at a high performance (HP) level by providing experience of a high performance environment, as part of the coaching and management team of a senior women's national squad as it plans, prepares and takes part in the RWC2021.

Description:

- Rugby World Cup provided an additional staff accreditation specifically for a female coach for all 12 squads at RWC2021. The costs for travel and accommodation related to the coach's attendance at the RWC2021 were covered by World Rugby.
- Each participating union for the RWC2021 provided a placement opportunity for a female coach to work with their national squad over the year (became 2 years) leading into the World Cup and to be a member of the management team at the RWC2021.
- The union was to ensure that the coach and the aims of CIP21 were supported by the existing squad coaches, to provide active involvement in coaching and delivery throughout the period of the placement.
- The intern coach would develop their Individual Performance Plan (IPP), supported by their union, working collaboratively with World Rugby, including the provision of a mentor.
- A generic workshop programme was delivered by World Rugby over the period of the programme and at the RWC2021
- World Rugby provided two grants (total circa £9,500) to each union to support the costs of the coach's development programme and their deployment with the Women's National Squad for the 2 years.

CIP21 TIMELINE



CIP21 PROGRAMME OUTLINE

Overview content

- Knowing and driving self
 - Coaching philosophy
 - Reflecting on 360-degree feedback
 - Development and support networks
- Developing & delivering performance
 - Working effectively with others
 - Getting your message across
 - HP Culture and systems
 - Managing your teams
- Rugby technical and tactical
- Coaching skills and pedagogy; maximising support services

How delivered

- HP Coaching Competencies: Self assessment and 360-degree feedback
- Placement with women's international squad for training and competition including RWC21
- Individual Performance Plan (IPP)
- World Rugby HP Workshops 2020 – 2022
- CIP21 New Zealand programme
- Leadership and Coaching Mentor
- Networks – Action Learning Sets; peer mentoring and support
- Coach Individual Reflective Reports





RUGBY
WORLD CUP
NEW ZEALAND 2021

COACH INTERNSHIP PROGRAMME 2021 PROGRAMME REVIEW



SUMMARY RECOMMENDATIONS FOR FUTURE CIP PROGRAMMES

- Expand initial programme information process to include an individual meeting with each Union to provide further detail and explore any challenges to effective implementation of the CIP with union leads and head coaches.
- Add a requirement for written submissions as part of the Unions nomination of a coach to CIP: to include intern coaching role / responsibilities; Individual Performance Plan (including deployment / employment post CIP)
- Implement observation and review of coaching
- Mentoring – greater co-ordination and communication between Union lead, mentor and WR lead to ensure consistency across the programme and a high standard of mentoring support to the coaches
- Improve liaison and monitoring of CIP between World Rugby and the union leads and their interns over the period of the programme.



SELECTED CIP COACHES



Inge Visser
Australia



Claire Cruickshank
Scotland



Laurian Johannes-Haupt
South Africa



Kate Daley
USA



Lailanie Burnes
Fiji



Michela Tondinelli
Italy



Aya Nakajima
Japan



Maria Gallo
Canada



Whitney Hansen*
New Zealand

*Appointed national Assistant
Coach prior to RWC



Gaelle Mignot*
France

*Appointed national Assistant
Coach prior to RWC



Amy Turner*
England

*Not present in NZ due to new
full-time appointment



Lisa Newton*
Wales

*Not present in NZ due to
personal circumstances



HIGH PERFORMANCE EXPERIENCE WITH NATIONAL SQUAD

**Inclusion in their National squad's
management team for:**

- 6 month to 2 years of training and competition
- Rugby World Cup 2021



ONLINE WORKSHOP PROGRAMME 2020 - 2022

Two-year workshop programme with 23 workshops available:

- 9 x CIP21 specific
- 6 x WR HP Academy programme
- 8 x Female Gold Group programme

CIP21 Our groundrules

Open
communication

Celebrate our
successes

Allow
vulnerability
No judgement

Support
each other

Learning
develop
with

Commitment
Plan
Prepare
Meet deadlines

Respectful
and
inclusive

Confidentiality



CIP21 NZ+ NEW ZEALAND PROGRAMME

- Online x 4 sessions
- 21 face to face workshops / visits
- 7 x CIP coaches plus invited female coaches for appropriate sessions (x 5 coaches)



KEY OUTCOMES OF CIP21

- There were a total of 15 coaches involved in the programme over the two years
- 10 coaches attended the RWC in NZ (1 coach couldn't be there due to new full time role just prior to RWC whilst the other could not travel due to personal circumstances)
- Two CIP21 coaches were appointed as Assistant Coaches to their National Women's XV's teams during the 2 year programme whilst another coach recently travelled as an Assistant Coach with their national squad (Mar 23)
- One CIP coach was successful in being appointed to a full time Elite HC role within the Women's Premier XV's in England.
- One CIP coach has been appointed Head Coach for one of the new Celtic Cross-border senior womens teams whilst another coach is now HC for one of the womens teams in their highest domestic level competition.



“I can confidently say that I believe without the opportunity for the WC Internship I wouldn't have been placed into this role.”





CIP21 FEEDBACK FROM COACHES

“I found this program fundamental for my training as a coach, and I hope that in the future there will be more and more female technicians to have this opportunity, because it helps you grow as a coach and above all as a person.”

“The leaders and drivers of this program have been amazing, truly inspirational, and professional. Now to create this collaboration this within the unions & organisations and also the understanding of the program and the importance of this would be the next step.”

“Great program! I would recommend it to any up-and- coming female coach.”

“I have learnt so much during this experience. The programme was very inclusive and productive. The facilitation was of high standard. Very insightful.”

“Gaining experience in such a huge tournament was invaluable, in terms of how you manage a team (& staff) through this process, how you run a training week during a tournament. Communication and feedback to players and the best processes for this. How you balance rugby and non-rugby.”

“The post-tournament sessions opened up my eyes. I was less confident and motivated to pursue the career as a coach for future but it changed.”





RECOMMENDATIONS FOR IMPROVEMENT TO FUTURE CIP PROGRAMMES

Area for improvement

There were inconsistencies across the different unions in their approach, support for and deployment of the CIP intern coach that impacted on the coaches' experience and their learning and development:

- Involvement in actually coaching with their squads
- Mentoring support

Coach observation and review

Recommendations:

- Improve the initial detail and explanation of the CIP to union leads and head coaches.
- Add a requirement for written submissions for Coach Intern programme as part of the Union's nomination of a coach to the programme.
- Mentoring – greater co-ordination and communication between Union lead, mentor and WR lead to ensure consistent and high standard of mentoring support to the coaches.
- Implement coach observation and review
- Improve liaison and monitoring of CIP from World Rugby with the union leads and their interns.



CIP IMPACT - EXCERPT FROM COACH INDIVIDUAL REFLECTIVE REPORT

Claire Cruikshank
IRR



RWC21 -Coach
Internship
Programme

Individual Reflective Report

Claire Cruikshank, Scotland Women
(April 2022 - Nov 2022)

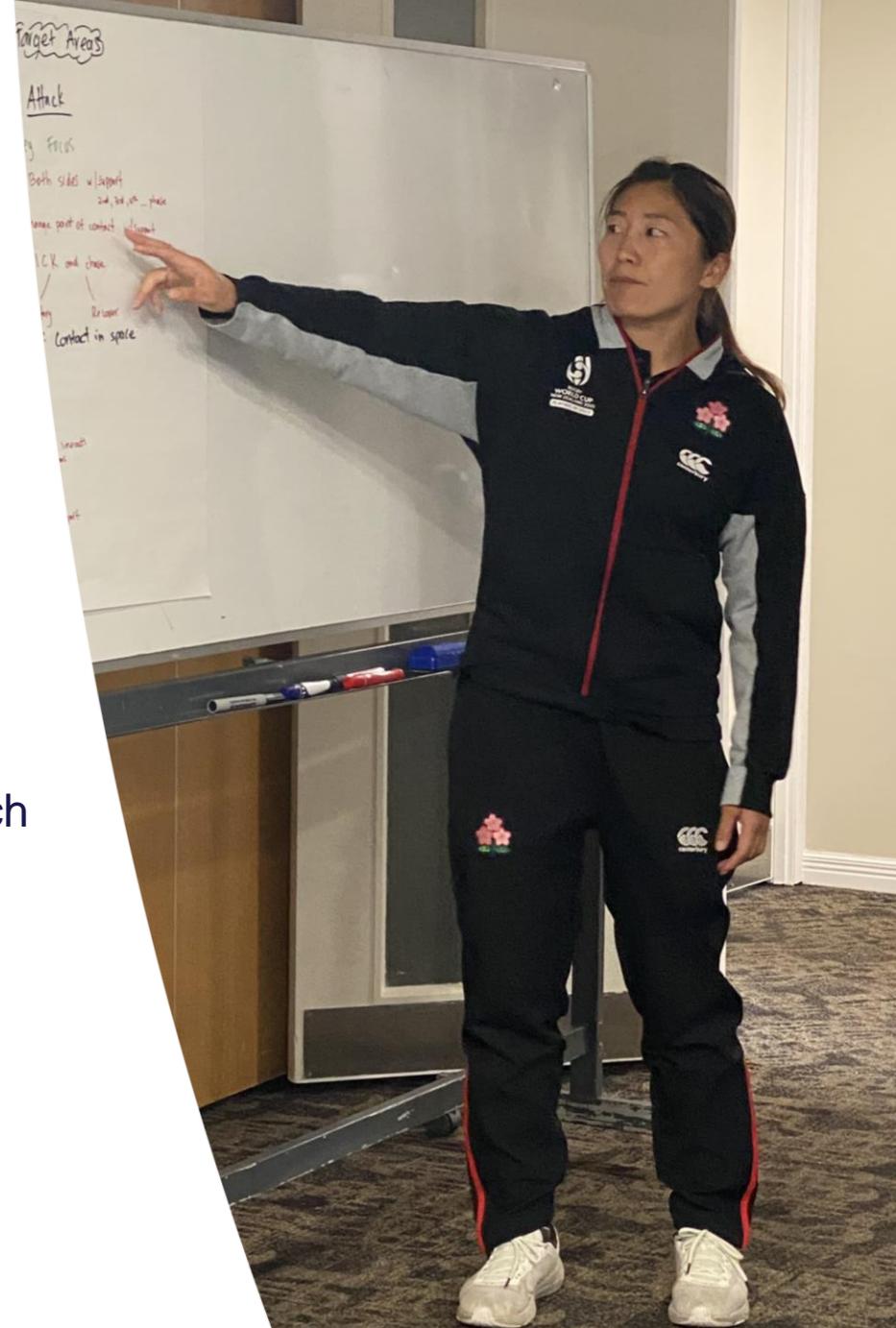


CIP21 REPORT APPENDICES:

Slides 18 – 23: Coaches feedback on the CIP programme

Slides 24 – 29: Further Detail on CIP workshop content

Slides 30 – 32: Key responsibilities – World Rugby; Union; CIP coach



COACH FEEDBACK:

Q. What were the most useful parts of the CIP21 programme for your development as a coach?

“The workshop programme for those of us knocked out. To be able to spend such a long period together and everyone was focused on improving and challenging each other, I found this empowering and really helped me to gain confidence. I definitely came back from there a more confident individual and have used a lot of the information already in my coaching and day to day life.”

“The post-tournament sessions opened up my eyes. I was less confident and motivated to pursue the career as a coach for future but it changed. Also, networking through it is something that will help my career in the future.”

“The communication and management of a group, the motivation to give to the players always. And allow players to make mistakes to learn. And also how important the statistics part is (video analysis).”



“The online workshop sessions run by world rugby, all the guest coaches/speakers. The WSLA program in London, the 2 weeks CIP21 coaches' sessions at the WC NZ.”

MOST USEFUL (Continued)

“Influencing stakeholders has opened my eyes as to how I can plan my 5-10 year plan; it helped me identify who I need to build strong relationships within order to advance my rugby career. The connection with the other coaches was by far a benefit to this program. Carol was a true leader; she created a positive and open environment which nurtured growth and self discovery.”

“I learned a lot from other coaches and from my role in our program. I can't be satisfied with what I have accomplished, but I have grown by understanding what I missed or should have done. I appreciate my team and union for letting me try as well as this program to make this opportunity.”

“The statistical analysis helped me challenge my strategies. It gave me lots to think about in how much time I spend coaching certain aspects. The media training was very useful; the way I convey myself and my self-awareness has been improved.”



“Being in a high performance environment. Learning from professional coaches. Different philosophies of coaching.”



THE MENTORING

“This was very good for my personal and professional development.”

“This has been invaluable to me, it has allowed me to look at things through a different lens but also allowed me to have someone to talk to about any challenges, thoughts etc.”

“I failed to use this opportunity as I didn't have room and time to have mentor sessions.”

“We did not meet very regularly. My mentor was very busy this year. I reached out a few times to schedule meetings and did not get a response.”

“Mentoring helps build confidence and you know that you can bounce ideas off someone that has your best interest at heart. You have a go to person to assist you with problem solving or just to listen to you.”

“Those 4 sessions in the last few months of the program was great to help support through WC”



WHAT WENT WELL?

“With the inclusion in the staff of the senior national team for the preparation of the world cup and the world cup itself.”

“Have been accepted by the whole team, as an integral part of the staff.”

“The 3-week CPD element at the end, was really beneficial and well thought out and put together.”

“Learning how to make the simple plan and delivering it.”

“Understood and contributed to create team culture.”

“My engagement with players / feedback about sessions.”

“I was included in the union’s elite coaching group and we attended sessions to aid our development as professional coaches. Provincial union assisted me with mentorship as well.”

“The team and staff are transparent so I am able to access information easily. The team environment is genuine and fun.”

“Felt like I was integrated into the environment quickly and developed a good relationship with all staff and players quickly.”



WHAT COULD HAVE BEEN IMPROVED?

“Time for all to join zoom meetings. More time with face-to-face facilitation.”

“I would have liked to have had a specific coaching role (whatever that was to be would have been fine) to allow me to deliver more but also get feedback from the current coaches on my coaching content and style. I did get to deliver, but this could be ad hoc or running something designed by another coach.”

“Online sessions with large groups were difficult for me individually. Partly because of the language aspect, I had a hard time to just keeping up with the information. Although now I feel so trained, it would be helpful to have a smaller group when online.”

“Have more time with players on the field.”

“Balance with other work.”

“I think ensuring coaches have a specific role when in with the teams. I know this varied from coach to coach. It doesn't have to be a huge area, as that is dependent on coach and squad, but an area of responsibility, or to assist an area could give direction.”

“The right mentor of the CIP coach is crucial, feedback and the time to sit down and discuss process.”



“Understanding game better so that I could corroborate better with other area/ coaches.”

IMPROVEMENTS

“Support from union - Exposure to other expert coaches to help develop my technical game. I would have worked more with a kicking coach. If I had more time, I would have liked to learn more from our data analyst.”

“That there continues to be an exchange of ideas, suggestions from those who have already made this path to ensure that there is always something to add to improve and help grow this program.”

“Perhaps creating smaller groups within the cohort to have richer conversations with other coaches. The topics covered were appropriate as was the frequency that we met. The online platform was well used but perhaps more breakout rooms would be helpful.”

“Maybe a little more space in managing the work to be done in the field.”



“Due to my limited involvement, it’s hard to create continuity, strong rapport and trust with the players and staff.”



CIP21 AND GOLD GROUP WORKSHOPS

DEC 2020 – SEPT 2022

DATE	WORKSHOPS
2020	
Sep	CIP21 Launch
Dec	CIP21 Introduction Workshop
2021	
May	CIP21 Knowing Yourself – HP Coach Competencies
Aug	Periodisation and Programming – Calvin Moriss (HP Academy)
Aug	Coping with Pressure - Stuart Lancaster (HP Academy)
Sep	Game Trends – Matt Johnson (HP Academy)
Sep	Kicking – Berrick Barnes (HP Academy)
Oct	Game Planning – Joe Schmidt (HP Academy)
Oct	Breakdown and Tackle- Richie Gray (HP Academy)
Nov	CIP21 Coach Insights - Maria
Nov	Safe Athlete Environments (Guin Batten) (Gold Group)
Nov	Coach Recruitment - EPP (Gold Group)

DATE	WORKSHOPS
2022	
Mar	CIP21 Coach Insights - Inge
Apr	CIP21 Coach Insights – Amy and Kate
May	Coach Recruitment – Preparing to apply... (EPP) (Gold Group)
May	CIP21 Coach Insights – Alana and Whitney
Jun	CIP21 Stakeholder Management (Carol)
Jul	Brian Ashton – Becoming a Game Changing Coach (CIP21+)
Aug	Tabai Matson - WAI Performance: The analogy of joining different environments as a coach (CIP21+)
Aug / Sep	Working with the Media (Keith Daniell) (CIP21+)
Sept	RWC21 – Staying on the Right Side of the Law (Referees) (CIP21+)
Oct - Nov	RWC21 CIP New Zealand Programme
Dec	RWC21 -The Story of the Stats (CIP21+)
8 Feb 2023	CIP Final Workshop (CIP21). Individual Reflection Reports – key learning and development from CIP21



CIP21 NZ PROGRAMME

DATE & TIME	VENUE	DESCRIPTION AND LEAD	KEY CONTENT
Tues 4 Oct 8-9.30am	Online	Introduction to CIP21 NZ Programme <i>Carol and Tiki</i>	<ul style="list-style-type: none">• Maori cultural welcome and understanding• Revisit outcomes and groundrules:1st workshop• NZ Programme – COURAGE and their targets for learning• Who's looking after you?
Fri 7 Oct 8-9.30am	Online	Friday Focus: Game Analysis: Trends in Women's Game <i>Ian Costigan</i>	<ul style="list-style-type: none">• Recognising current trends in womens game.• Develop game analysis and understanding• Opportunity to check in on all
Fri 14 Oct 8-9.30am	Online	Friday Focus: Communication – effective questioning <i>Linda Low</i>	<ul style="list-style-type: none">• Developing questioning and listening skills• Weekly check in
Fri 21 Oct 8-9.30am	Online	Friday Focus: Sports Psychology and its application <i>Dave Hadfield</i>	<ul style="list-style-type: none">• Understanding sports psych and its application• Underpinning principles• Performance preparation
Mon 24 Oct	Parkside	Welcome coaches 1-4 <i>Carol</i>	



CIP21 NZ PROGRAMME

DATE & TIME	VENUE	DESCRIPTION AND LEAD	KEY CONTENT
Tues 25 Oct	Princes Wharf Shed 23	10.30 – 12.30 Opening session – the story so far... (Carol) 2.00 – 4.30 Communication – developing a coaching culture	What now? – programme / outcomes/ Review your targets for tournament. Video diary. Logistics GROW conversations.
Wed 26 Oct	Parkside meeting room tbc	9.30 – 12 Building HP Systems (Nicky Ponsford) 1.30 – 3.30 Analysis Workshop session (Ian Costigan) 4-5pm Tournament management (Dee) MOC office	Developing appropriate systems and structures for you – cover all areas – Training, competition, support services. Prioritisation. WXV plans? Content tbc RWC21 analysis of games so far. Your learning from your teams RWC programme and performance. Understanding planning and logistics around event delivery. Prep for quarter finals games
Thu 27 Oct 9 – 12noon	Chiefs (Hamilton)	Waikato Chiefs Chiefs HQ 10 Bisley Road, Ruakura Research Centre Hamilton 3214	Tour plus chats with Chiefs HP staff <ul style="list-style-type: none">• Coaching• Team Management• Athletic Performance• Performance Insights• Pathways• Professional Development
Thu 27 Oct 1 – 5pm	NZ HPC (Cambridge)	NZ HPC Cambridge: Tour + HP Support Practitioners National Performance Centre – Cambridge	Insight into other sports and application of sports science and medicine support Presentations and Q&A
Fri 28 Oct		Free Day	



CIP21 NZ PROGRAMME

DATE & TIME	VENUE	DESCRIPTION AND LEAD	KEY CONTENT
Sat 29 Oct	Whangarei	Quarter Finals 1 & 2	
Sun 30 Oct	Waitakere	Quarter Finals 3 & 4	
Mon 31 Oct	Parkside	Welcome coaches 5-8? Info for presentations Tues.	Time tbc.
Tue 1 Nov AM	Parkside MOC Office	9.30 – 10.30 Catch up coaches 11.30 – 12.30 Tournament management (Dee)	Coaches 5 – 8. Led by 1-4 coaches. Coaches 5-8 – others free Understanding planning and logistics around event delivery. Prep for semi final games
Tues 1 Nov PM	Parkside Hotel	1.30 – 4pm Presenting with Impact (Carol, Hadders & Mike?) (2.5hrs) 4.30 – 6pm Sports Psych 2 (Performance Focus) (90mins) 7pm Dinner out together	
Wed 2 Nov (all day)	Auckland Blues HQ	8.30am Auckland Blues Day Tour and Q&A with Blues staff team members + Graham Henry (10am) 2.30pm – Sports Psych 3 (Performance Review) (Hadders) (90 mins)	<ul style="list-style-type: none">• Tour of facility• Meeting key staff• Graham Henry• Debrief session – key learning, how might you apply to your work – 2/3 key actions?



CIP21 NZ PROGRAMME

DATE & TIME	VENUE	DESCRIPTION AND LEAD	KEY CONTENT
Thu 3 Nov 9.30 – 12.30	NZRU	Tactical assessment / Game Planning workshop PM Free	Session 1 – Intros; team & opposition analysis Support needed from Ian?
Fri 4 Nov 9.30 – 12.30am	Parkside	Tactical assessment / Game Planning workshop PM free	Session 2 – presentations and discussion
Sat 5 Nov	Eden Park	Semi Finals	1 hour with Dee – event organisation Then watch 2 x games
Sun 6 Nov	Eden Park	NZ Legacy programme – coach workshop	CIP Coaches attend and support sessions for aspiring female coaches in NZ
Mon 7 Nov	Parkside Nesuto Hotel	9-12 Rugby tech / Tact session 2.00 – 3.30 Referee workshop (Alhambra plus referees and support staff)	
Tue 8 Nov	Parkside	Visualising the future (Carol)	
Tue 8 Nov	NZ HPC office	12.30 – 5pm NZ HPC Auckland (North Auckland)	HP environment – key staff discussions Aaron Uthoff - rugby research



CIP21 NZ PROGRAMME

DATE & TIME	VENUE	DESCRIPTION AND LEAD	KEY CONTENT
Wed 9 Nov	College Rifles RC 9am – 4pm	9am – 2pm Resilience, optimism and self leadership - Theo Feldbrugge 2.30 - 4pm Final workshop: So what... now what? - Reflect, connect, apply. Bringing it all together (Carol) Final Dinner together	<ul style="list-style-type: none">• Carmen Gibb – Functions, Facilities & Hospitality Manager• College Rifles Rugby Union & Sports Club Inc.• Debrief sessions – key learning, how might you apply to your work – 2/3 key actions?
Thu 10 Nov		Network breakfast / summit / celebration dinner	Optional
Fri 11 Nov		Women in Rugby Summit	Optional
Sat 12 Nov	Eden Park	Rugby World Cup Final	



ROLES AND RESPONSIBILITIES: WORLD RUGBY

- Provide (at its cost) one additional team management accreditation for each qualifying union at RWC2021 for the female coach nominated by that union to participate in CIP21.
- Co-ordination and delivery of the CIP21 generic programme – virtually and during RWC2021, including organising virtual and in-person CIP21 events.
- Provision of funding to cover the coach's attendance at RWC2021 (This does not include any coaching fees / loss of earnings) and a grant (\$5,000 equivalent year 1; +£5,000 year 2) for each union towards the coach's mentor & individual learning programme including attending squad training and competition.
- Monitoring and evaluation of the CIP21.
- Liaison and support with each union to assist in developing generic and individual programmes
- Organise regular review meetings (whether via telecommunication/digital means or in person) with Unions and coaches to evaluate and discuss the progress of CIP21.



ROLES AND RESPONSIBILITIES: THE UNION

- Selection and nomination of a high performance female coach to take part in the CIP21 by deadline date specified below.
- Ensure that the female coach nominated to participate in CIP21 (the “CIP Coach”) is embedded, and plays an active and genuine role, in National Squad preparation programme (training and competition) for the year(s) leading into RWC2021.
- Liaison and communication with existing squad management team and players to explain the CIP21 and ensure all understand and support the CIP21 and in particular welcome and support the CIP Coach’s learning and development programme.
- Ensure a safe, inclusive and appropriate working environment throughout the National Squad preparation programme for RWC2021 and during 2021 in accordance with all applicable legal requirements.
- Attend all review meetings (whether via telecommunication/digital means or in person) with respect to CIP21 that are organised by World Rugby, and liaise with World Rugby as appropriate on the progress and development of the CIP Coach.
- Ensure that the CIP Coach is available to attend all CIP21 initiatives and events throughout duration of CIP21, including all initiatives and events referenced under “Commercial aspects of CIP21” below.
- Identify and appoint a mentor for the CIP Coach (See mentor role profile).
- Complete all paperwork and any requests for monitoring and evaluation information.



ROLES AND RESPONSIBILITIES: THE COACH

- Commit to attendance at the 1 /2 year long programme and for the whole of RWC2021 (including attending all events and initiatives, whether virtual or in person, organised with respect to CIP21). Please note: CIP Coaches will continue to be involved with CIP21 in New Zealand at RWC2021 even after their team has been eliminated.
- Complete all paperwork and any requests for monitoring and evaluation information.
- Support the promotion of CIP21 and World Rugby's Women in Rugby programme (including any programme sponsor) throughout the year long programme and at RWC21.
- Complete self-assessment and identify relevant people to provide a 360 degree assessment on the CIP21 Competencies before and after the programme.
- Coach confirms an aspiration and commitment to coach at a high performance level.
- Sign World Rugby CIP21 Coach Participation letter.



PRESENTATION FURTHER DETAILS

For further discussion or information on the CIP21 programme please contact programme lead:

Carol Isherwood, World Rugby Consultant

CONTACT DETAILS

carolisherwood7@gmail.com
+44 7846 509407