

2017 IIHF Coaching Symposium
12th – 13th May 2017, Köln (GER)

Alpo Suhonen

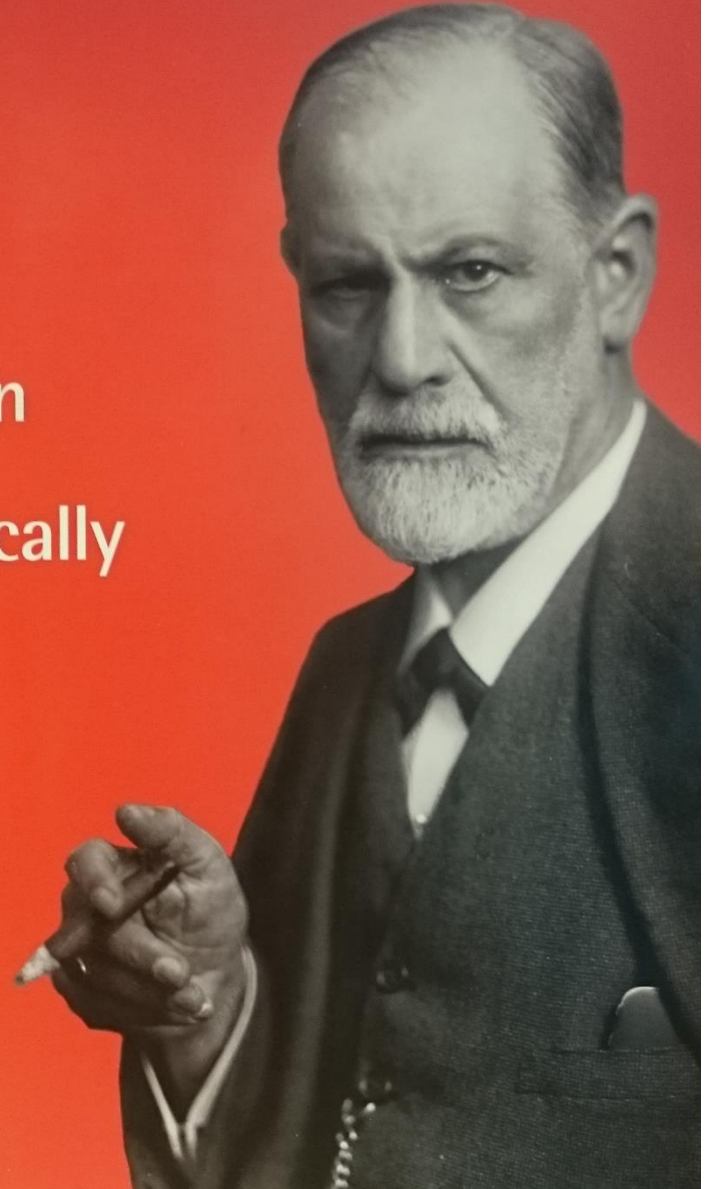
Director of Sports
Austrian Ice Hockey Federation



Es ist nicht bequem, Gefühle
wissenschaftlich zu bearbeiten

It is not easy to deal scientifically
with feelings

Sigmund Freud 1929



**We are what we repeatedly do.
Excellence is not an act but a habit.**

(Aristoteles)

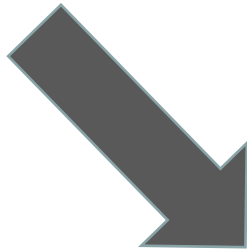
Four different Hockey (Society) Cultures

- ***North America – Canada, USA***
- ***East Europe – Russia, Czech Republic, Slovakia, Kazakstan, Hungary, Belarus, etc.***
- ***Scandinavia – Sweden, Finland, Denmark, Norway***
- ***Central Europe – Germany, France, Switzerland, AUSTRIA, Italy, etc.***

- ***Religion***
- ***Political Systems (Society)***
- ***Management & Leadership Style***
- ***School Systems***
- ***Individuals vs. Collectives (Teams)***
- ***Icehockey within National Sport Ranking (Soccer, Basketball, Baseball, Individual Sports, etc.)***
- ***History of Icehockey***
- ***IIHF Ranking***
- ***Number of Players***
- ***Number of Rinks***

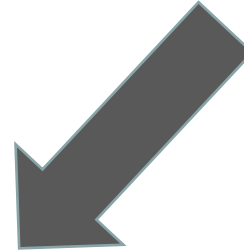
Nature Science

Biology
Physiology
Genetics
Medicine
Mathematics
Economics/ Business
Testing
Videos



Human Science

Culture
Phylosophy
Sociology
Psychology
Psychiatry
Medicine
History
Art
Management/
Leadership Studies



Religioncs
Politics
Technologies
Media
Sport

Holistic Process in sport (flow) – „study yourself as human being“

Values, goals, knowledge and attitudes towards to sport are coming from people, culture, society where athletes and coaches live and work.

Coaches´ goal must be to help the development of athlete´s holistic personality and then athlete will learn to recognize and feel him/ herself, lead him/ herself and to situational him/ herself to others and to society.

This will lead to situation where athlete is able to lead him/ herself as a responsible, self-aware and determinate person and athlete.

Development of player´s talent, abilities and attitudes, not just as a player but also as a human, player is able to focus and release his talent and abilities for optimal practice and performance.

This perspective gives more comprehensive insight for this type of coaching process because it is not only considered from physicalism perspective

In addition, values, attitudes, beliefs are acquired from the world where we live in.

Production Line Mentality to Performing Culture

Taylorismus (Fließbandarbeit)

VS.

Moderne Unterhaltungskultur

Team is a (sport) infinite culture (society).

Which is a social (human) construction,
when working together in an environment
(league) and creating a model (process) to
have success (constant growth and
development).

Coach is a director of the team's social (human, business, sport, etc.) construction process

- Subjective
- Objective
- Part/ whole
- Language
- Communication (monologue, dialogue)

Player is Performer

From a mechanistic to a holistic idea of
human being

Von mechanische Menschenbild zu
holistischer Personalität

Concept of Human Being

- Homo Sapiens Thinking
- Homo Labor Working
- Homo Fabel Creating
- Homo Ludens Playing
- Homo economicus Business
- Etc.

History
Personell
Structure
Substance (Know How)

Change
Resistance

Hardfacts – Where stands Austria right now (2012)?

Number of talented players in Austria?

Number of full time professional Coaches in Junior Teams?

Quality and Quantity of practices and games?

Sport Concept in Clubs?

Business Concept in Clubs?

International Ranking?

Quality and Quantity of Infrastructure?

(Financial Ressources, Number of Hockey Rinks, Quality of Rinks w/o Sport Facilities and Hotels, etc.)?

± 4000 Players

± 40 Arenas

± 60 % foreign players in the EBEL, all 8 Teams foreign Coaches

± 4 Mil. Euro budget for the Federation

Status quo 2012 - Results

National Team

- Qualification for the Olympic Wintergames 2014 in Sochi (Top 12 Result)
- 15th Place at the Top Division IIHF World Championship in Helsinki

=> At the Moment 15th position in the IIHF World Ranking

U20 National Team

- 5th Place at the IIHF U20 World Championship Division IA
- 15th Place in the Final Ranking

U18 National Team

- 3rd Place at the IIHF U18 IIHF U18 World Championship Division IB
- 19th Place in the Final Ranking

=> At the Moment 18th Place in the IIHF World Junior Ranking (U20 and U18 combined)

=> History of Hockey Austria => 1912

Paradigma Change

- Creating Austrian Identity
- Austrian coaches for Austrian players (especially german speaking for junior players)
- global vs local (Austrian) Icehockey
- National Teams (A-Team, U20, U18) as premium product
- Synergy between Clubs | EBEL-League | Federation | „Hockeypeople“ | Media | Sponsors | etc.
- Modern Icehockey Philosophy
- Micro- and Macro-Stages in Hockey
- Shortterm vs. Longterm Development
- Hockey as a year-round Sport
- Individual vs. Teamsport
- „The Head Coach is the Boss in all sport activities!“
- Ice Rink – Project (from 40 to 100 rinks)

Main Subjects

- Competition-structure in EBEL, 2nd League, U20, U18, U16, U14 and younger
- Coaches Development structures and **content** (modern Icehockey), coaches diploma (A/B/C Level)
- Create Mentoring Program for Clubs (especially Junior Coaches)
- Coaches Clinics twice a year (up to date)
- Year round sport Off-Ice and On-Ice
- Extra Project (Off-ice-workouts)
- EBEL vs international Hockey Level (7th in World Ranking – Spectators)
- Referees Development Program in Austria
- Ice Rink Project for Junior Teams (up to 100 rinks)
- Result Teams A – U20 – U18 in World Ranking
- Development-Teams (Talent Teams U15 – U17) (Rookie Teams U12 – U14)

Austrian Hockey 2017 - Structure

A-National Team	Erste Bank Eishockey League (EBEL)	2nd League
U20 National Team U19 representative Team	U20 EBYSL	
U18 National Team U17 representative Team	U18 EBJL U16 Austrian Championship	
U16 representative Team U15 representative Team		
U14 U13 U12 U11	U14/U13 regional regular Season with Final-tournaments U12/U11 regional regular Season with Final-tournaments	
<p>Coaches Apprenticeship and Development</p> <ul style="list-style-type: none"> > Licenses > development of a Pro-License > Coaches Clinics > Club-Coaching / Club Mentoring > International Coaching symposium 		

Critical Points

- Significance of the National Team Programme?
- National Team Leadership (hobby or professionalism?)
(Goalkeeper Coach, Off-Ice Coach, Physiotherapist, Doctors, Equipment Manager)
- EBEL vs. INL
- Juniors abroad vs. in Austria?
- Future U15 vs. Future Talent Team (Zukunft-Talente-Team = ZTT)
- Future U20 (programme vs. A-Pool Nations)
- Future Senior National Team (Programme vs. A-Pool Nations)
- Coaches Education Vienna? (Regional Federation, Federation, League)
- Senior National team player contracts?

Future

1. **Common Vision**
Hockey => Major Sport in Austria
2. **Business Concept**
3. **Sport Concept**
4. **Division of work/ Priorities**
 - Federation
 - Regional Federation
 - League
 - Clubs
5. **Coaches' Development plan**
6. **Players' Development plan**

Taylorism (post industrialisation) vs. Specialized professional Ad-Hoc Organization (performing expertise culture)

1. Management & Leadership creates strategies and goals (planning, thinking) and makes the decisions - Operative actions delegated to specialists
2. Management develops the structures, organizes work, organizes leadership, decides budget and salaries
3. Management recruits „best“ people for every task
4. Optimize specialisation (roles) in every task
5. Demand & Teach workers to do their tasks with most efficient
6. Creates every level of work, goals in short term (**quartal**)
7. Strict control of quantity and quality of every work task
8. Every work task written in job descriptions
9. Possible Motivation to get to next level – salary, status, career

Taylorism (post industrialisation) vs. Specialized professional Ad-Hoc Organization (performing expertise culture)

1. Individual talent, character, competence, know-how, autonomy, action skills, social skills are the main force to create peak performance in action, sport, arts, science, etc. („doing´s“)
2. Manager leads behind – create resources, possibilities, main goals, etc.
3. Leader (Coach) leads in front – actions directly
4. Performer (Player) is responsible for his/her own actions and cooperation within the team
5. Intrinsic motivation, self leadership, individual goals, will, purpose, etc. are main factor for individual performance
6. Extrinsic motivation, success, money, status, etc. follow the performance
7. The product of performing culture (game in sport) is abstract, subjective unique emotional experience (winning and losing is outcome from game)
8. High expertise needs high skills



Thank you very much!