WORLD RUGBY™

COACH'S DIARY

Coach's name:

....

Contents

This coaching diary is intended for coaches who are at least at the level of undertaking a Level 2 qualification. It can be used as a tool for managing the diary element with a course, or as a stand-alone resource once you are qualified.

The diary covers a six-match cycle and includes matches (review/report) and training sessions. Dependent on the make-up of your season, the six-match cycle can be divided as you wish, e.g., into two cycles of three weeks or into three cycles of two weeks. Please note that you must cover a minimum of six matches and six training sessions.

It is important that you are specific in detailing your training sessions and matches. General comments and observations are all well and good, but they do not contribute significantly to your development as a coach. The more specific you are in your comments, the easier it is for an Educator to support you.

Your diary is not intended to be a document that highlights your mistakes, nor is it to be used as an exam. Instead, it should help you to generate ideas. Write down as many ideas as you can. Do not think the Educator already knows what you want to achieve.

Responsibility
As a coach, you can delegate tasks to your team manager, assistant coach or other people who are involved. If you work with a technical committee in your club, it is imperative that you work together as one team. A coach is not just there to simply coach his players, he also has to build good relationships with people at every level of the club.

When developing the players and the team, try to use the following areas:
1. Technique
2. Tactics
3. Fitness
4. Social

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Record the contact details of relevant people from your rugby club below. Print this page as many times as necessary.

Name & position in club	
Home phone	
Business phone	
Mobile phone	
E-mail address	

Name & position in club	
Home phone	
Business phone	
Mobile phone	
E-mail address	

Name & position in club	
Home phone	
Business phone	
Mobile phone	
E-mail address	

Name & position in club	
Home phone	
Business phone	
Mobile phone	
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Name & position in club	
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Business phone	
Mobile phone	
E-mail address	

Name & position in club	
Home phone	
Business phone	
Mobile phone	
E-mail address	

Name & position in club	
Home phone	
Business phone	
Mobile phone	
E-mail address	

Name & position in club	
Home phone	
Business phone	
Mobile phone	
E-mail address	

Record the contact details of your players below. Print this page as many times as necessary.

Name & playing position	
Home phone	
Mobile phone	
E-mail address	
Emergency contact	

Name & playing position	
Home phone	
Mobile phone	
E-mail address	
Emergency contact	

Name & playing position	
Home phone	
Mobile phone	
E-mail address	
Emergency contact	

Name & playing position	
Home phone	
Mobile phone	
E-mail address	
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E-mail address	
Emergency contact	

Name & playing position	
Home phone	
Mobile phone	
E-mail address	
Emergency contact	

Name & playing position	
Home phone	
Mobile phone	
E-mail address	
Emergency contact	

Player attendance at every training session should be recorded in the table below. There are four codes to use:

A = Justified absence   **X** = Unjustified absence   **I** = Injured   **P** = Present

On the right side of the table, there are four columns to tabulate attendance totals. Here, you can view a summary of a player's attendance over the 20 training sessions according to category.

Player's name	Training session number																				Totals			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	A	X	I	P

Please note that the guidelines detailed here are applicable for **ALL** members of the management team, not just for the coach.

A. Pre-season

1. Administration
• At least one month before the first training session, contact all of the previous year's team to find out if they are available for the coming season.
• Ensure that all players in your squad have completed an annual registration form and that it has been handed to the appropriate person.
• Check the players' eligibility to play for your team. Has the necessary transfer from another club been approved? Is the player within the prescribed age or weight (where applicable) for the grade?
• Complete a draft 'Fixtures and Practice Schedule'.
• Complete a 'Team and Coach Goals' sheet.

B. During the season

1. Administration
• Be responsible for publishing the full team's current addresses and telephone numbers.
• Keep a supply of team sheets and replenish these from the club captain when necessary.
• Using the table on page 6, keep a record of players' attendance at training sessions. If a player has an unjustified absence, get in touch with them to ascertain the reason.
• Make sure that all players are informed of all club functions - social and otherwise.
• Ensure that a team sheet is available and is made out under the coach's direction.

2. Hardwear/Gear
• Check the contents of the first aid kit and replace any missing items.
• Make sure that practice balls are available and properly inflated.
• Ensure that the team's emergency gear such as shorts, jerseys, socks, laces, tape, sprigs and pliers for boots are readily available at each game.
• Ensure that water bottles, ice and the first aid kit are available.
• Ensure all players have a mouth guard.

3. Attendance
• Attend all practices and make sure that the coach's requirements for practice are met.
• Attend coaching and other meetings when the coach is unable to attend.

4. Player welfare
• Ensure all members of the managment team are aware of the emergency plan.
• Ensure all members of the management team are aware of return to play protocols after injury and/or concussion.
• Ensure injured players get the correct medical treatment.
• Place valuables in a valuables bag before the game. Keep it until the belongings have been returned to their owners. If there is a security container in the dressing room, make sure it is locked and retain the keys until you return the valuables to the owners.
• Make sure that the belongings of injured players are cared for. Do not forget that injured players may need to get in to a locked dressing room or security container during the course of a game.
• Make sure that all players are neatly attired in clean jerseys, shorts, socks, and boots. Advise the coach of any deficiencies in players' gear.

5. Travel
• If appropriate, ensure that application is made through the club to the union in sufficient time to obtain approval before departure.
• Organise transport to away games.

6. Finance
• Collect players' subscriptions and pay them to the correct person. Obtain a receipt for the money.
• Be responsible for team funds. Write everything down, get receipts for all monies spent and ensure that the team money is lodged in a bank account team in the team's name - NOT in the manager's own bank account. The manager must make secure arrangements for the management of the account (two signatures, etc).
• Collect players' laundry fees if applicable.

C. Before, during and after the game

1. Before the game
(a) Pre-planning
• When and where should the team assemble on match day?
• If this is not the game venue, when should the team depart for the venue?
• At a different venue, what programme will be followed? Some issues to consider are:

- Food – what to eat and when to eat it?
- Strapping and other medical attention.
- Meetings - team groupings and the whole team - venues, duration and equipment needed.
- Players' personal time - when should this be and what will be its duration?
- Departure time for the match venue.
- Player assistance for the manager and baggage person.
- Playing and warm-up equipment,e.g., shields, balls, cones, etc.

• At the game venue, what is the programme to be followed? Some issues to consider are:

- Arrival time.
- What changing room are we using?
- Field inspection.
- Additional strapping and medical attention.
- Referee and touch judges boot inspection and player briefing.
- The opportunity to talk to the referee.
- Team-talk - who conducts it, when and what is its duration?
- Warm-up, including:
    (i) Duration and venue - the effect of the weather conditions.
    (ii) Individual and team.
    (iii) Time allocation for stretching, individual skills, team skills and unit skills.
    (iv) Does the coach talk to individuals during the warm-up?
- When is the toss made?
- For how long should the team go back into the dressing room prior to kick-off?
- What should be said prior to running out and by whom?
- Secure the changing rooms.

(b) Planning

The team's deadline is to be on the field of play at kick-off time. To ensure this, it is best to work back from that time. Assuming that the kick-off is at 3.00pm, the following is a sample countdown:

3.00pm	Kick-off
2.58pm	Run on
2.55pm	Coach departs dressing room (captain to say 'last words')
2.52pm	Coach addresses team (main points only)
2.50pm	Team returns to dressing room
2.20pm	Depart dressing room for warm-up (coach talks quietly to individuals)
2.15pm	Coach clarifies interpretation of law with referee
2.15pm	Toss and referee boot inspection
2.05pm	Enter dressing room to change into kit
1.45pm	Players requiring strapping to enter dressing room
1.40pm	Team brief, ground inspection and familiarisation
1.30pm	Arrive at the venue and put gear into the dressing room

2. During the game
(a) Half-time

Establish a constant half-time procedure.
- The duration of half-time.
- What is the structure of half-time? As a guide, 2-3 minutes should be devoted to the players in meeting their physical needs:

  - Injuries
  - Hydration
  - Warmth
  - Running repairs to gear and equipment

2-3 minutes should also be allocated for the coach to fine-tune, with a maximum of 2-3 points that the players will remember. Concentrate on performance not outcomes. Invite player input. Finally, the team is left and the captain focuses them on the task of recommencing play.

- Who talks at half-time?
- Where is the best place to conduct half-time? Issues may include:

  - In or out of the changing rooms
  - The location of ground announcer's speakers
  - The location of distractions (crowd, half-time entertainment, etc)
  - The weather
  - Will the team be standing, sitting, etc?

A framework from which to work may look like the following:
- Half-time whistle blows.
- Players jog to pre-determined position where they are met by the physiotherapist and trainer.
- Injured players report to physiotherapist. Other players start hydrating.
- The coach (and assistant) address each unit of players (backs and forwards), who are sitting/standing.
- The coach then addresses the full team and confirms the team strategies or makes amendments as required. Only make a few comments. If appropriate, senior players have input after this time. The coach summarises and departs with other team management personnel.
- The captain takes over to focus the players.

The essence of half-time is for the coach to give an objective view, reinforce what the players are doing well, what needs to change and how this change will be achieved or to make change.

It is important to give technical information at this time (e.g. the scrum must set 30cm lower; in the line-out, we need to throw every second throw to No. 6, etc). Limit this technical input to three points at most. It is not good enough to say to players to "Go harder", "No guts, no glory", "Have a go", or "Hurt them", as this means little to most players.

Another error that many coaches make is that they give their players too much information at half-time. It must be remembered that the players are physically (and often mentally) fatigued. They only require small amounts of information. Should a coach give copious amounts of information, it will not be absorbed, and subsequently, not put into practice. The coach should also attempt to be positive.

(b) Touchline management
• Manage, implement and record substitutions.
• Ensure injured players are attended to.
• Ensure fluids are available to the players.
• Maintain close communication with the coach.
• Record the score and the scorers for both teams.

• Record all disciplinary actions - ordering off and temporary suspensions (sin-bins).
• Warm-up of replacements; ensure they are contact and match ready.

3. After the game
• What are the processes and structures in place after the game?
• Does the coach give the players a verbal tongue lashing after they lose a game that they should have won? What purpose does this serve?
• Does the coach give the players time to themselves to reflect on their performance?

The time after the game is precious in building team morale, regardless of how the team has performed on the field. It is important that players know that they have some time to reflect on a loss or enjoy a win.

(a) Immediately after the game
• Cool down.
• The team comes into dressing room and begins hydrating and eating appropriate food to aid recovery.
• Once all team management is inside, the door is shut. No families, no press.
• Injured players report to physiotherapist and assessments are made.
• Team song, if appropriate.
• The coach speaks to the players and comments on the positive aspects of the game. If there weren't too many, he or she may point out that players should reflect in preparation for the team meeting prior to the next practice and what needs to be done at this practice.
• The team captain may wish to say a few words.
• The captain and the coach or delegated team members should go to the opposing team's dressing room to thank them for the game.
• The dressing room door is opened to the press and others, if appropriate.
• The physiotherapist gives a list of injuries to the coach and a recovery programme for each injured player.

(b) Management
(i) Players
- Ensure that any injured player - if the player has not been taken to hospital - has transport to get home or back to the club safely.
- If a player has been ordered off, make sure that the player understands and will fulfill their judicial obligations, that the player has the appropriate support and that all the necessary procedures are followed. It may be necessary to obtain professional support from a lawyer depending on the situation.
- Make sure that all players know the team's programme for the next week.

N.B. In the event of a player being ordered off the field by the referee, it is important that coaches and managers are aware of their union's judicial procedures.

(ii) Gear
- Ensure that all jerseys, shorts, socks, etc are accounted for and are in the proper bags.

(iii) Facilities
- Check the dressing room when everyone has finished to ensure that no gear or equipment has been left behind.
- Ensure that the dressing room is left clean and tidy.
- If playing away from home, ensure that keys of dressing room and security lockers are returned to the host club.

(iv) Communications
- After the game, phone the results to the appropriate person.
- See that the result of the game is phoned back to the club unless you are coming straight back to the club.
- See that the team report from the coach is passed on to the correct person.
- Ensure that the necessary injury reports are made out and forwarded to the correct person.

D. After the season

• Ensure that the coach completes a report on the team for the season and it is passed to the appropriate people.
• Maintain contact with the team members during the off-season - socials, sporting activities, etc.

E. Conclusion

The team coach has a responsibility to improve the skill and enjoyment level of all players. This can only be achieved in an atmosphere of mutual respect. Players do not appreciate being constantly berated, especially after a game. All players have done something well and this should be reinforced.

To build team harmony, the coach also has a responsibility not to belittle players or be negative to the press. This will only inflame a situation. If the coach is unhappy about the performance of a player or players, they should not report this to the press. The player should be told about his/her shortcomings in an appropriate way, by the coach, and given a remedial programme to improve the weakness(es).

The importance of structuring time before, during and after the competition match cannot be understated. This time is imperative for building respect, passing on important information in a competitive environment, reflection and for enjoying team-mates' company. The way in which the coach achieves this will be reflected in the team's results will be a function of the respect with which the coach is held.

Game analysis and your training session

Training session guidelines

It is important to ensure that there is a relationship between your game analysis and your training session. Developing this relationship is a good way to practice your coaching, but do keep in mind that there are many ways to structure a training session.

Your training session should not always be based on the game you played before. Do not expect that one coaching session will solve all the problems that occurred in a game. Sometimes, the content of your training session will depend on your season schedule. This is explored in further detail in the World Rugby Level 3 coaching resource.

- Start by describing the aim(s) of your session. What do you want to achieve? Your aim must be SMART (Specific, Measurable, Acceptable, Realistic and Time measurable). Around this specific aim, you can structure your session. Your aim(s) can cover different areas: technique, tactics, fitness and/or social aspects.
- Consider the structure of the session; Whole-Part-Whole and Whole-Part-Part-Whole are examples of approaches you can consider.
- Keep the exercises game-related, use resistance where appropriate.
- Record facts such as: age group, number of players, date, subject, timetable.
- Look for a balance of action versus rest.
- Divide your schedule into different areas of concern: content, organisation and key factors. Do not forget to write down your comments and/or the feedback of others like an assistant coach or a player.

Varying the session to increase and decrease difficulty

There are various techniques you can employ to vary the key elements of space, time and opposition.
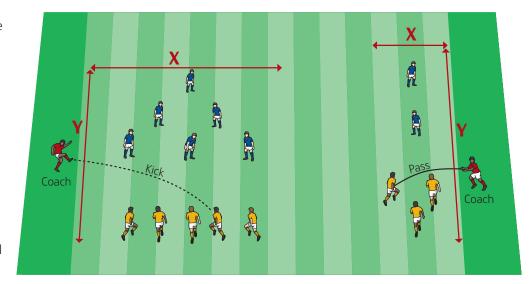
Varying space available to players
- Adjust dimension X and/or Y
- Change configuration of players, e.g., one attacker comes from depth
- Change configuration of space, e.g., square, wide, narrow

Varying time available to players
- Adjust dimension Y
- Choose to kick or pass to start the game
- Throw in an extra ball
- Restrict what players can do, e.g., players can only walk
- Adjust time for practice, e.g. how many in 30 seconds

Varying opposition
- Add/remove an attacker
- Add/remove a defender
- Consider the benefits of unopposed / semi-opposed / full opposed practice

Record the details of your training session below. Print this page as many times as necessary.

Session:		Date:
		Group:
		Numbers:

AIM:	PLANNING

Content What are you going to do (description)?	**Organisation** How will you organise it? (Add sketches if appropriate.)	**Coaching** What are the key factors?	**Remarks** Feedback from yourself and others.

Before analysing a game, ensure that you are familiar with Module 4 (Key Factor Analysis) and Module 5 (Functional Role Analysis) of the World Rugby Level 2 coaching resource.

When observing a game, choose a maximum of two areas that you want to improve. Discuss these areas with assistant coaches and players and make sure that the team wants to improve on the chosen areas. It will often help to use statistics like, "We dropped the ball 21 times in the second half." It is then the aim of the session to find a solution to an identified problem.

ATTACK

1. GAINING POSSESSION

Strengths	Weaknesses

2. GOING FORWARD

Strengths	Weaknesses

3. SUPPORT

Strengths	Weaknesses

4. CONTINUITY IN RUCKS AND MAULS

Strengths	Weaknesses

5. PRESSURE - POSSESSION, FIELD POSITION AND PACE

Strengths	Weaknesses

6. TURNOVERS - BALL LOST BY YOUR TEAM

Strengths	Weaknesses

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DEFENCE	
1. CONTESTING POSSESSION	
Strengths	**Weaknesses**
2. GOING FORWARD	
Strengths	**Weaknesses**
3. APPLYING PRESSURE BY TACKLING	
Strengths	**Weaknesses**
4. PREVENTING TERRITORIAL GAIN - QUALITY OF TACKLING	
Strengths	**Weaknesses**
5. SUPPORT	
Strengths	**Weaknesses**
6. REGAINING POSSESSION / TURNOVERS - BALL WON BY YOUR TEAM	
Strengths	**Weaknesses**
7. COUNTER ATTACK	
Strengths	**Weaknesses**

The team profile is an analysis of your team's strengths, weaknesses and needs, based on the analysis of their play. Once the application of the principles of play has been completed for a number of matches, interpret the data to produce the team profile.

The basic needs of a team profile are to:

• enhance strengths, and
• eliminate weaknesses.

There may be many more complex needs, and to make these more manageable they should be prioritised so that those most immediate can be met. Remember that the principles are listed in sequential order and this is also their order of priority. They are a guide as to what is most important and what is least important. What this means is that the successful performance of the principle is dependent on the quality of performance of the principles that precede it.

Use the table on page 19 to prioritise the team's needs based on a combination of solving weaknesses and improving strengths.

Priority	Needs	Reason for ranking	How needs will be met at practice
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

No.	Name	No.	Name
1		12	
2		13	
3		14	
4		15	
5		16	
6		17	
7		18	
8		19	
9		20	
10		21	
11		22	

POINTS SCORED IN THE 1ST HALF

Team A			Team B		
No.	Minute	Points	No.	Minute	Points

POINTS SCORED IN THE 2ND HALF

Team A			Team B		
No.	Minute	Points	No.	Minute	Points
TOTAL			TOTAL		

Notes

Pre-game

Half-time

Post-game (including officials)