



Australian Government  
Australian Sports Commission



AIS

# Shifting the Dial in representation and enhancement

*Women in High Performance Coaching*



# OUTLINE

01

Building  
belonging to  
broaden your  
talent pool

02

Insights from our  
18-month journey

03

Practical skills to  
impact on gender  
equity and  
diversity



## A Tale of Three Coaches



Amanda



Max



Meredith



# Coaching in 2023 and beyond

Q: What can you do / do you do to engage and support our three coaches?



CURRENT CHALLENGES



BUILDING A TALENT POOL



THINKING OUTSIDE THE BOX



BUILDING INCLUSION AND BROADENING DIVERSITY

# Women in High Performance Coaching Project



The aim of the coaching project is to:

1

understand the incentives, motivations and barriers encountered by women in the high-performance coaching landscape in Australia;

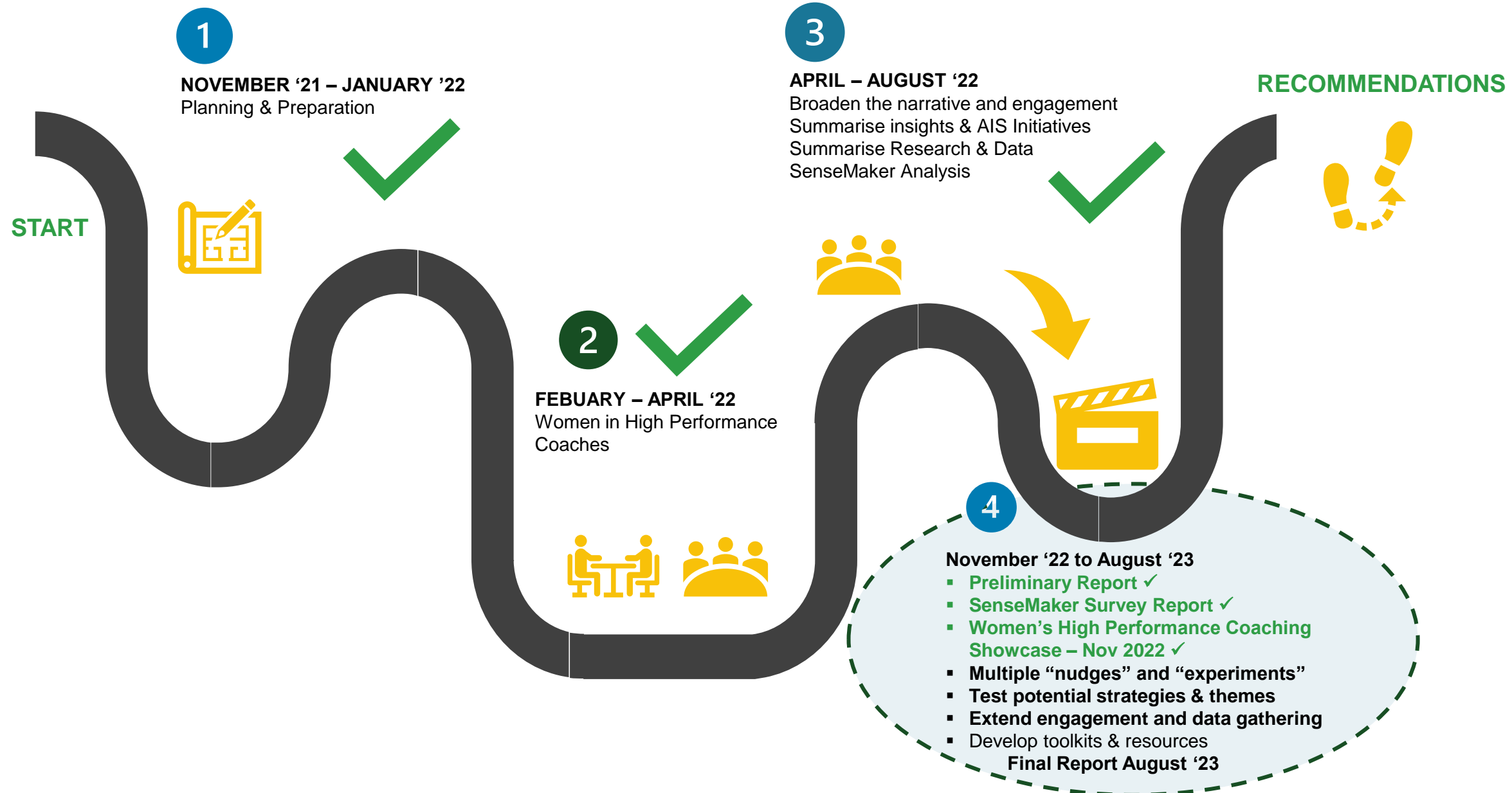
2

apply the insights from the narratives of women, and those working with women in high performance coaching, to inform strategy design and potential initiatives to help improve the representation and experiences of women in coaching.

**The WiHPC Project is part of a broader AIS Gender Diversity Project**



# The WiHPC Project Road Map





Connecting **BOLD** people  
& inspiring initiatives

*WOMEN'S HP COACHING SHOWCASE  
— 8 NOV 2022*

"Making meaningful change in the representation & experiences of women in HP coaching is vitally important."

IMPORTANCE



ENVIRONMENT

consider macro & micro enviro!

TARGET POINTS

The needs & experiences ~ not homogenous

The journey is not linear

Several entry & exit points

ROLE OF LEADERS

Leaders need to know what the journey for women in HP is really like

Deep relationships & empathy

BELONGING IS A TEAM SPORT

This is not an issue for just women to fight for

TRANSFERABILITY

Challenges of belonging are faced by many groups

sport can learn from other industries (& vice versa)

lessons learned can be easily applied as we seek to make meaningful progress towards sports being inclusive

Belle Hogg ~ ASC

# SenseMaker Report

## The Big Six... (insights formed from the SenseMaker© Survey)



Independent of gender or role, behavioural issues are present at individual level and system levels...

1



Level of experience shapes perception, as well as need...

4



To create champion women coaches, we need to see women coaches...

2



Women need challenge, opportunity, and autonomy to grow...

5



Making change will be complex, context dependent and individual...

3



Coaching is personal, internal and part of identity...

6

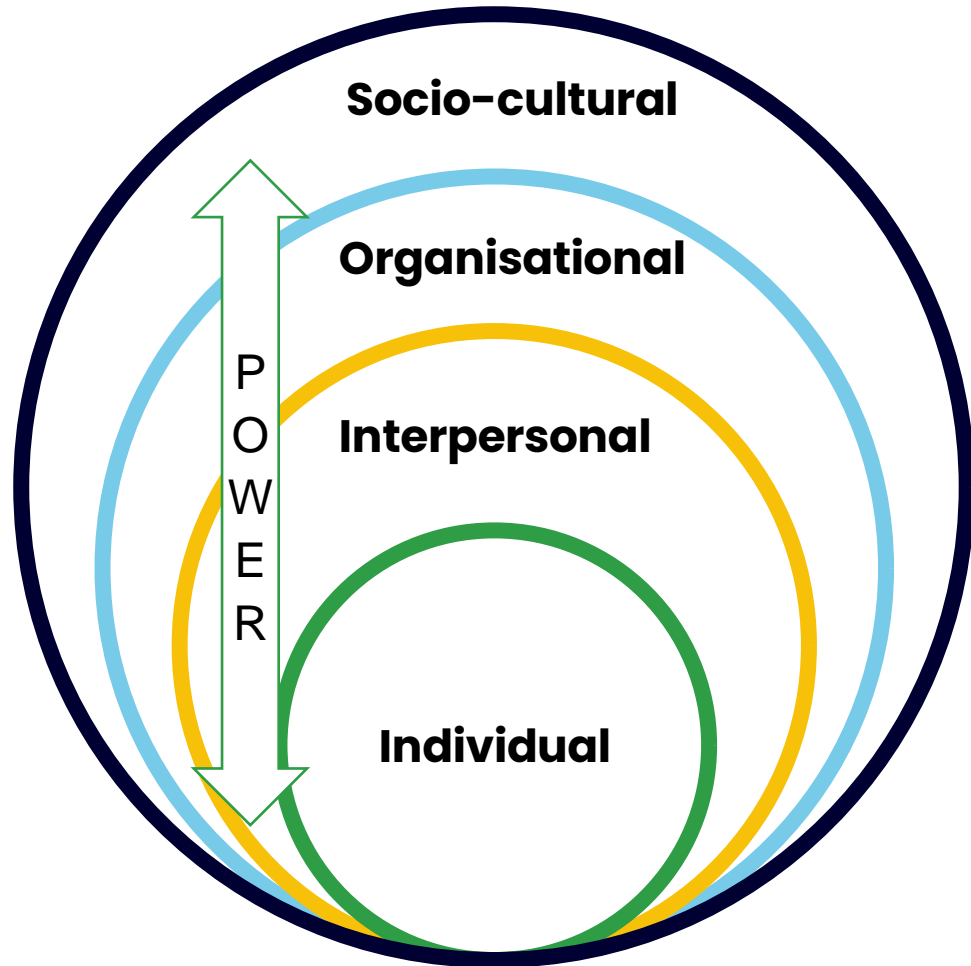


## Socio-cultural influences

**Cultural issues inhibit progress;** Perceptions & narratives @ coach stereotypes; Maternal and gender biases; Sexism; Inappropriate language and behaviours; Leadership diversity is needed to influence under-represented groups.



## Insights Phase 1-3



**The Ecological Systems Model**

Women in Sports Coaching (LaVoi, 2016)

## Organisational context & structure

**System issues are at the heart of challenges;** Hiring, evaluation, retention practices and policies; Tokenism, marginalisation and wage inequality; Limited upward mobility; Lack of family friendly policies; Managing career detours, transitions & transferability of skills; Quotas with care!

## Interpersonal and relational interactions

We need to **deepen understanding the career journey for women**, e.g., Reverse mentoring; Reduce the friction e.g., The Boy's Club; Enhancing the detours, e.g., Women's Network, Allyship, Mentoring.

## Individual Biological & Psychological factors

**Role Models, Individual support & upskilling** for women is highly valued, e.g., Talent programs, networks, mentorship, allyship, sponsorship: Need to educate leadership @ early leavers, detours, transferability of skills.



# SenseMaker Report

Understanding the challenges that women face in elite sports coaching in Australia.....

BALANCE

ACCESSIBILITY

INCLUSIVITY



SYSTEM & CULTURE

System issues are at the heart of the challenges for Women coaches. The organisation's environment and culture has the biggest impact on a coaches' experience and development.

CONDUCT & BEHAVIOUR

BIAS



# SenseMaker Report

Experiences that will improve understanding of how to increase the number of women in elite sports coaching in Australia....

FLEXIBILITY

SYSTEM & CULTURE

DIVERSITY

AUTONOMY

CONNECTION

RECOGNITION

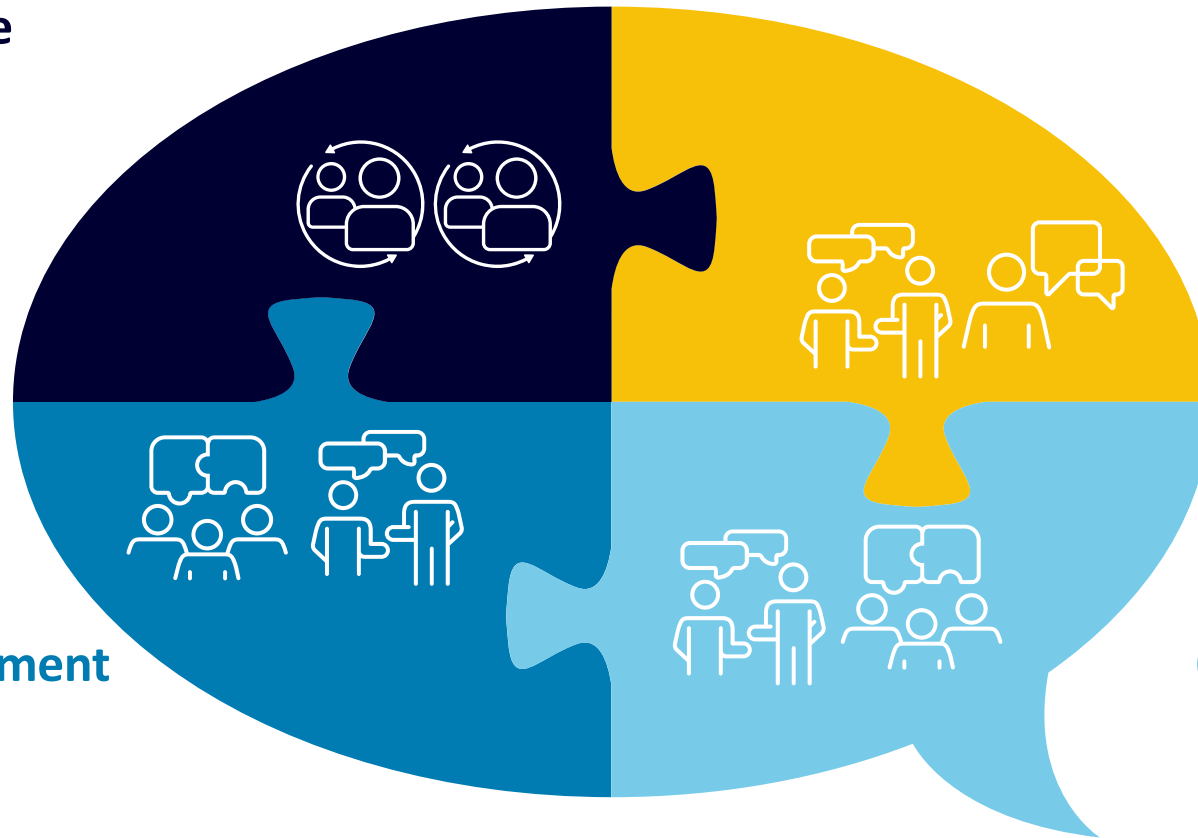




# Building an Inclusive and Diverse Coach Development Culture

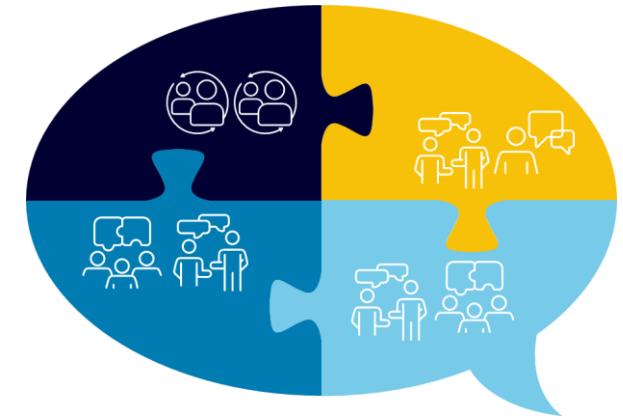
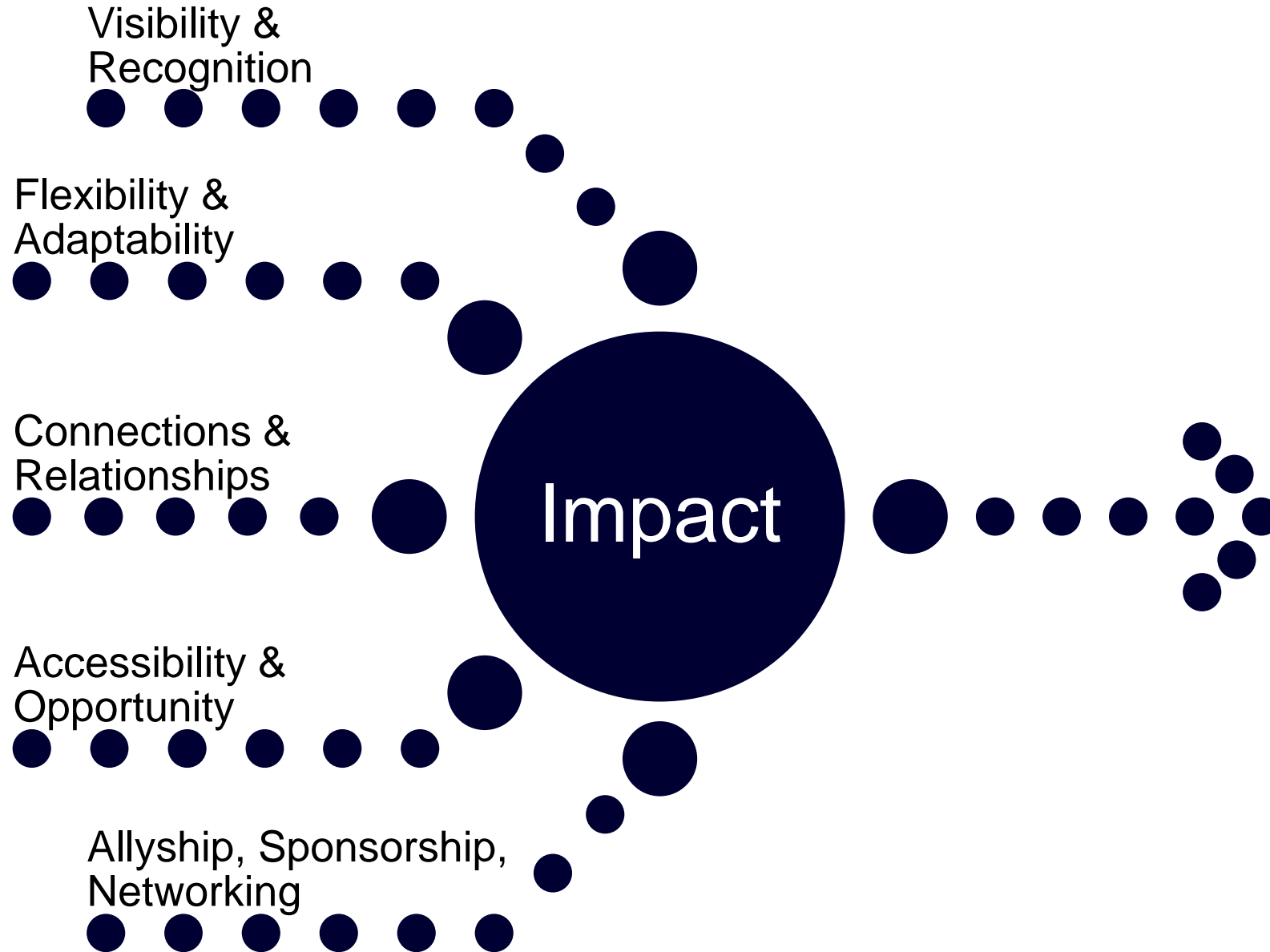
Understand progression through your pipeline

Strategies to build a diverse Talent pool for longevity



Strategies for Recruitment and Development

Organisational Culture and Behavioural standards



Action Plan



Australian Government  
Australian Sports Commission



AIS

Michelle De Highden  
AIS High Performance Coach Development Team

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