

## Case Study 2



# Australian Sailing

## A proactive job-share arrangement

### Key objective

Gain two coaches with complementary skillsets for the ILCA 6 boat class, by creating a flexible job share agreement.

### Description

Australian Sailing facilitated a job-sharing arrangement between two sailing coaches for the ILCA 6 boat class. This arrangement enabled Australian Sailing to gain the experience and expertise of a renowned sailor and coach, Carolijn Brouwer and develop an aspiring young coach in parallel, Ben Walkemeyer. The arrangement for part time, flexible work was a recruitment strategy to enable Carolijn to take up the role whilst balancing her family commitments.

The two coaches possess complementary skills and experience, with Carolijn bringing her Olympic campaign, selection and teamwork expertise, and her partner, Ben, contributing technical knowledge specific to the class of boat.



Both coaches are very collaborative and effective communication is a cornerstone of their shared coaching role, allowing for seamless transitions and aligned coaching strategies, despite the two coaches living in different cities. The coaches follow standard operating procedures (their "bible") as their guiding principles, ensuring consistency in their approach.

The shared coaching role demands more time and commitment, surpassing the traditional 50/50 split, with both coaches being dedicated and invested in the athletes' success.

Adaptability and flexibility are essential in their coaching approach, regularly reviewing procedures to meet the evolving needs of the squad.

### Impacts / Outputs

The approach of the two coaches has worked to create a strong 'team' environment in an individual boat class, between coaches and athletes.



This job share has enabled a strong female coach to have impact on the Olympic sailing program, whilst managing family commitments. Alongside this, a developing coach is gaining great experience working as a coaching team and bring additional skills and benefits to the athletes.

The shared coaching role has yielded outstanding results, with three out of four athletes coached by Carolijn and Ben now ranked in the top 15 globally, all 4 having placings in the top 10 over the last year, and two sailors achieving podium finishes.



## Recommendations

1. The adaptability of the NSO to look at new and unique '*ways to do things*' has enabled Australian podium potential athletes to benefit from a very skilled and experienced coach.
2. This works because of the collaborative nature of the two coaches and their partnership being the '*right fit*'. Both coaches have a high attention to detail and commit to documenting everything and having a thorough handover each time. The positive team dynamic is essential for the two coaches to work effectively.
3. Although initially working from a distance, the coaches recognise the importance of in-person time and the need to plan ahead to ensure cross over as well as balance their time away on long training blocks in Europe.

## Insights from the coaches

"It's been fantastic. I can only speak highly of a job-sharing position."

"The coach who is sharing my role is my other half."

"Needs to be a good fit."

## When asked, "What are the most important elements of a successful shared coaching role?"

"We are the team; we are the squad" (Includes athletes and coaches)

"Buy in"

"Have each other's back"

"Lead by example"

## Links

[Fresh Faces in Revitalised Australian Sailing Team Coaching Line-up \(sail-world.com\)](http://sail-world.com)

