



[Kim Dietrichsen IG: kim Dietrichsen, SPORTSMIND.DK](https://www.instagram.com/kim_dietrichsen) tlf: +45 20 43 86 33



AQUATICS
DENMARK



Please sign up for the clinic before we start
Strategic coach development
How we try to make Danish coaches dance
Coaches coach, Kim Dietrichsen, Aquatics Denmark



AQUATICS
DENMARK



Kim Dietrichsen, Aquatics Denmark

Head of coaching or Coaches Coach



AQUATICS
DENMARK

My background

With 28+ years of coaching, ICECP education, and master's degrees in Sports Science and Sport Psychology, I bring both practical and academic high-performance expertise.

What I also do?

17 years as an independent sports psychology/leadership consultant, while coaching in different roles.

IHP experience?

- Rikke Møller Pedersen first world final and EC record
- Manager for Jeanette Ottesen 2010-2014
- Assistant coach Julie Kepp Jensen 2013-2020

The important stuff?

Be happy, enjoy my family, make a positive difference and trust in the good



AN



Gå til menti.com | og brug koden **4364 7625**

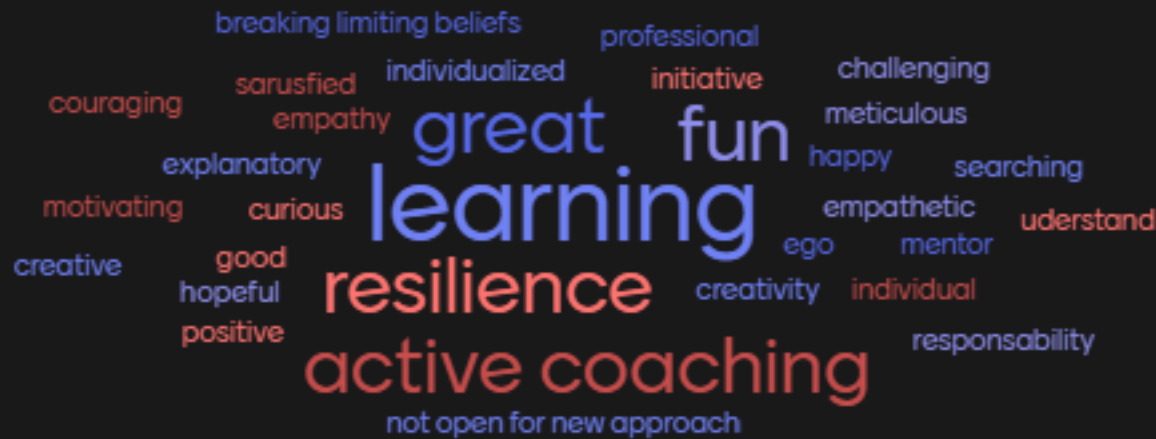
Mentimeter

Menti

EA Academy slides

AQUATICS DENMARK

What word best describes your coaching today?



Resulterne er afsluttet
27 / 35 responded



→ Show responses

7 27 / 35

Choose a slide to present



Framework for building a strategy

“He who has a why to live can bear almost any how.” – Nietzsche



**AQUATICS
DENMARK**

- What do we know?
 - Why are we doing it?
 - Where are we going?
 - How could we get there?
 - How do we get there?
 - What are we not doing?
 - How do we measure progress?
-
- **When doesn't this make sense(Anti-test)**

A little background from Denmark



**AQUATICS
DENMARK**

2023

- Strategic role with coach development, sustainability and pathway as target area

2018-2023

- Build of new structure: “avoidance culture”, “collective avoidance” and “overcorrection”

2018

- Second crises: Swimmers below the surface
- No one wants to push high performance

2014

- New junior strategi with long term focus

2013-2019

- Lots of change in direction around the national senior team.

2013

- Split national team coach and national training center coach to separate power and center.

2008-2013

- IHP on national training center but build on lack of trust between coaches and national team coach

2003-2008

- Coach from Australia sets standards on training and coach role as professional

2000-2003

- First crises. National team and National training center roles confuses people and creates conflict

Points	Year																			
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
900+	0	1	4	9	4	4	5	4	7	5	7	7	3	7	3	5	1	2	2	1
800+	10	10	17	23	23	22	27	27	30	36	40	42	38	37	28	46	32	35	37	28
700+	50	63	76	118	109	101	124	135	144	153	171	166	164	174	148	196	170	188	184	159
650+	261	297	307	370	364	404	441	435	483	507	547	547	520	546	484	499	507	524	526	456

My first encounter with an IHP coach and swimmer



**AQUATICS
DENMARK**

- **Focus on what I can control**
- **Staying in front**
- **Letting go**
- **Trusting others**



**AQUATICS
DENMARK**

What we know?

- **We don't want to reproduce what we already did**
"Who pays the psychology bill when we repeat the past?"
- **Trying to relive the past?**
"Chasing the past gets you nowhere. Learning from it does."
- **Sharing and implementing old knowledge gives us nothing**
We need to discover and apply new knowledge to change.



Gå til menti.com | og brug koden **4364 7625**

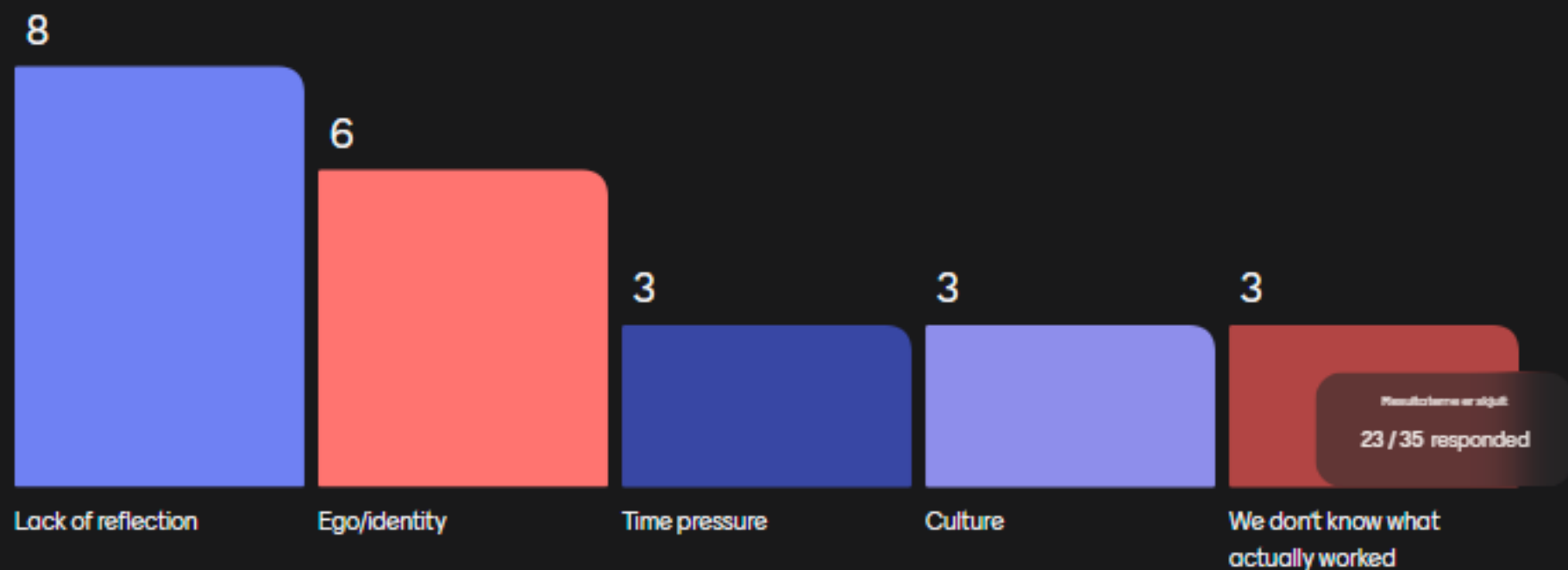
Mentimeter

Menti

EA Academy slides



What is the biggest barrier to learning from the past rather than repeating it?



Show responses

23 / 35

Choose a slide to present



Are Coaches the foundation of the future of Danish swimming?



AQUATICS
DENMARK





AQUATICS
DENMARK

WHY the competence of the Coach Matters 1

- 1. Coaches drive athlete development** - Coach expertise predicts progression more strongly than facilities or funding. *Côté & Gilbert (2009), QSEP.*
- 2. Coaches shape the performance environment.** Elite coaches act as “architects” of culture, clarity and psychological safety. *Christensen et al. (2025), Sport Management Review.*
- 3. SPLISS identifies coaching as a critical success factor** - Across 15 nations, “Coach Provision & Coach Development” strongly correlates with international success. *De Bosscher et al. (2015), The SPLISS 2.0 Study.*



AQUATICS
DENMARK

WHY the competence of the Coach Matters 2

4. Coaches convert potential into performance

- Effective feedback, periodisation and decision-making bridge the gap between talent and results. *Martindale et al. (2007), Journal of Sports Sciences.*

5. Trust accelerates execution

- High-trust coach-athlete relations improve motivation quality and performance under pressure *Jowett (2017), International Journal of Sport Psychology.*

6. 7 years (Not a Lucas Graham quote)

if there are no consistent results in the first 7 years, there never will be - "A drunk U.S. director showing data (2022), Clinic in Lund"

Gå til menti.com | og brug koden **4364 7625**

Mentimeter



**AQUATICS
DENMARK**

▶ Start Menti

Resultaterne er skjult

16 / 35 responded

→ Show responses

16 / 35





AQUATICS
DENMARK

Experienced coaching architects
based in **trust** are the foundation
for turning **potential** into **success** in
Danish swimming.



Assumption:

“No evil coaches”

No one wants to leave a negative mark on athletes, but past success can sometimes teach behaviors that later turn out to be harmful.



AQUATICS
DENMARK

What we want in the futere



**AQUATICS
DENMARK**



- Coach's with commitment to Danish swimming
- Fellowship in IHP for Danish swimming (Dance)
- A coach sustainability framework
- Coaches coaching for long term development of them self and swimming
- Aquatics Denmark to build trust not rules
- Coache talent ID and pathways

All For Denmark and Danish swimming

We Judge People by Behavior, Not Intentions



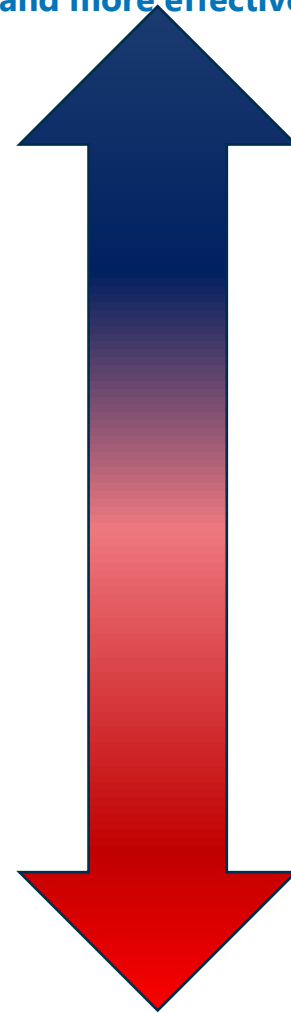
**AQUATICS
DENMARK**

- Behavior is observable, measurable and felt immediately.
- Intentions are invisible until they show up in action.
- Trust rises or falls on what you *do*, not what you meant to do.
- Consistent behavior turns good intentions into credibility.

TRUST IS FAST

The idea that trust makes everything faster, cheaper and more effective.

- **Lower friction:** Coaches spend less time defending decisions and more time developing athletes.
- **Faster alignment:** Shared language, clear intentions and consistent values make decisions quick and clean.
- **Better coaching behavior:** When coaches trust you, they take ownership instead of waiting for approval.
- **Stronger collaboration:** Ideas flow freely. Less ego-protection, more problem-solving.



High trust in a coaching staff leads to:

- Unified direction
- Better training quality across groups
- Faster implementation of strategy
- Honest conversations without fear
- Higher stability and lower burnout

Low trust leads to:

- Silos
- Micromanagement
- Slow decision cycles
- Hidden agendas
- Defensive coaching behavior



**AQUATICS
DENMARK**

Gå til menti.com | og brug koden **4364 7625**

▶ Start Menti

Resultaterne er skjult

0 / 35 responded

→ Show responses

0 / 35



Integrity

the alignment between values, intentions and behaviour.
It creates trust-speed because people know you are stable and predictable.

- **Honesty:** You tell the truth. No hidden agendas, no double messages.
- **Consistency:** Your behaviour matches your words. Same standards on good days and bad days.
- **Courage:** You act on your values even when it costs. You take hard conversations early.

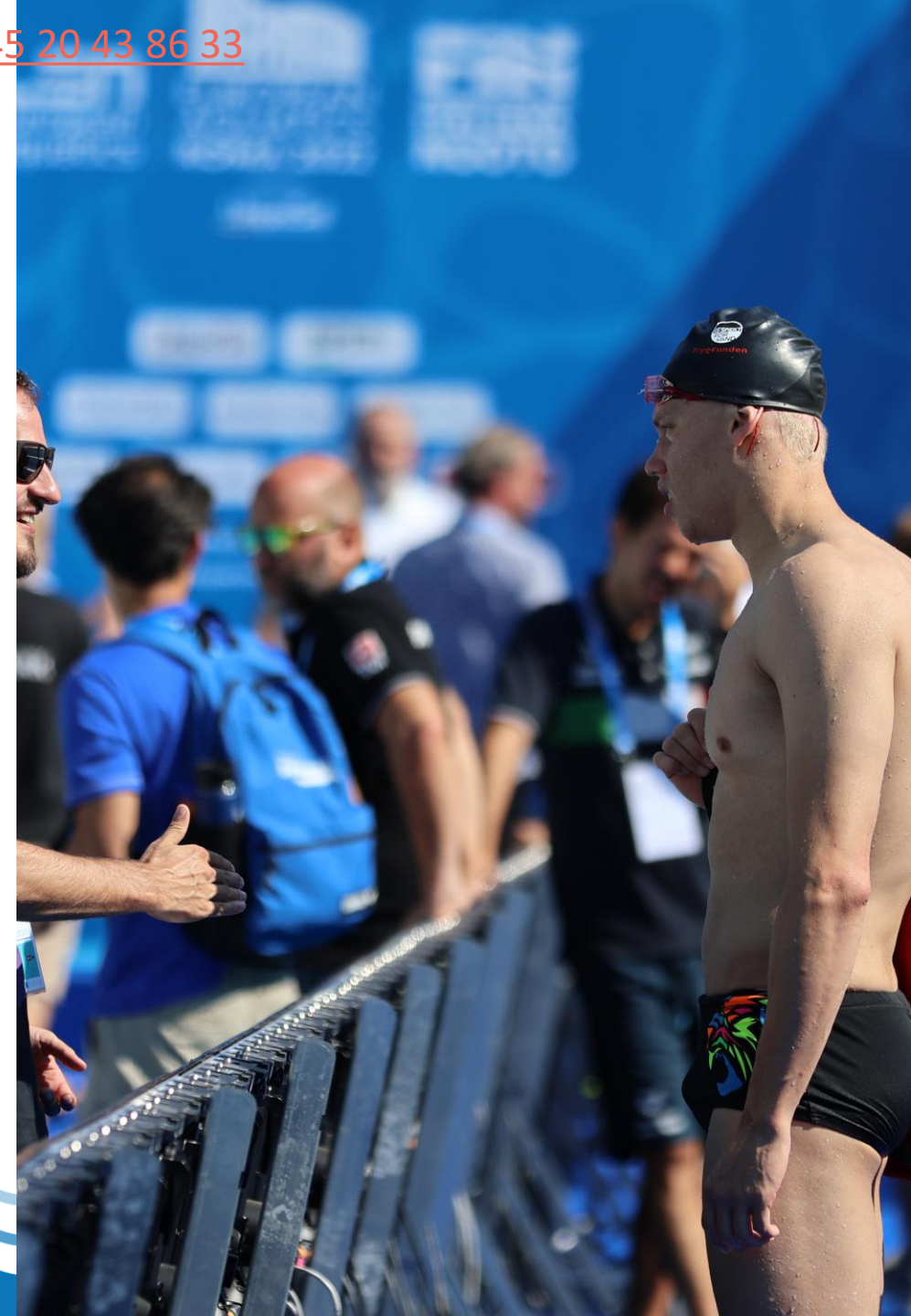


AQUATICS
DENMARK

Intentions

The purpose behind your actions, and who you are *for*.

- **Motive:** The real “why” behind your behaviour. When others feel you act for *their* good, trust rises fast.
- **Agenda:** The direction you're trying to move things. Clear, transparent and free from hidden goals.
- **Behavior:** The daily actions that show your motive is genuine. What you reward, tolerate and model.





Capabilities

The coach's ability to turn knowledge, experience, wisdom and skills into the right action in the moment.



AQUATICS
DENMARK

- **Talents:** Your natural strengths as a coach. Feel for timing, reading movement, connecting with athletes.
- **Knowledge:** Technical, physiological and psychological understanding. Updated, relevant, applied.
- **Skills:** The practical tools. Cueing, correction, session design, communication under pressure.
- **Experience:** Pattern-recognition built over years on deck. Knowing what works, when, and for whom.





Deliver results

The visible proof that trust, capability and intention are real.

- **Past Results:**

The track record. What you have actually delivered. Patterns of reliability, improvement and learning over time.

- **Current Results:**

What you are achieving right now. The visible expression of integrity, intent and capabilities in action. Low friction. High execution speed.

- **Expected Results:**

What others believe you will deliver next. A forward-looking judgement shaped by trust, clarity and your history of performance.



**AQUATICS
DENMARK**



Gå til menti.com | og brug koden **4364 7625**

▶ Start Menti

Resultaterne er skjult

0 / 35 responded

→ Show responses

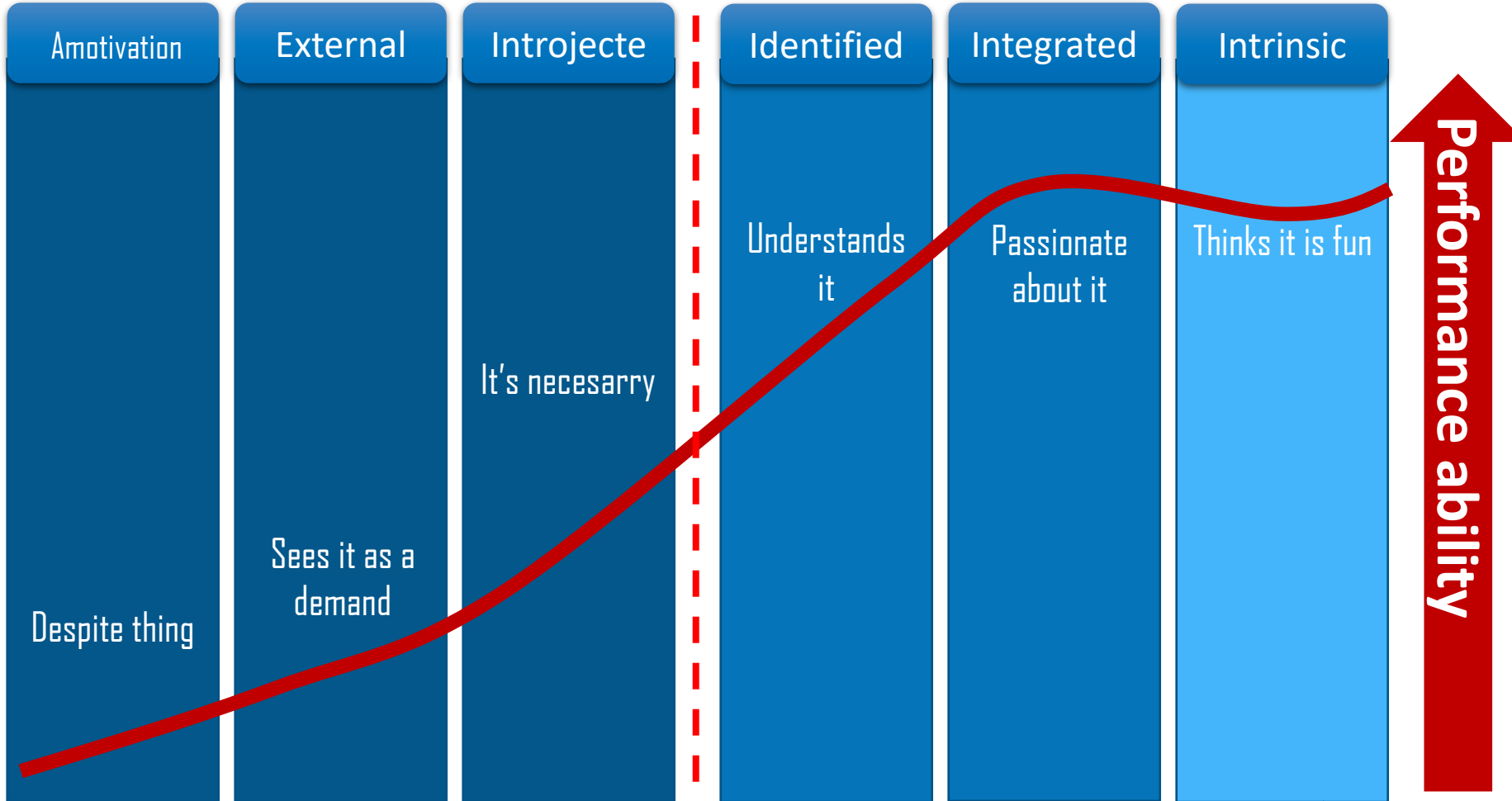
0 / 35





**AQUATICS
DENMARK**

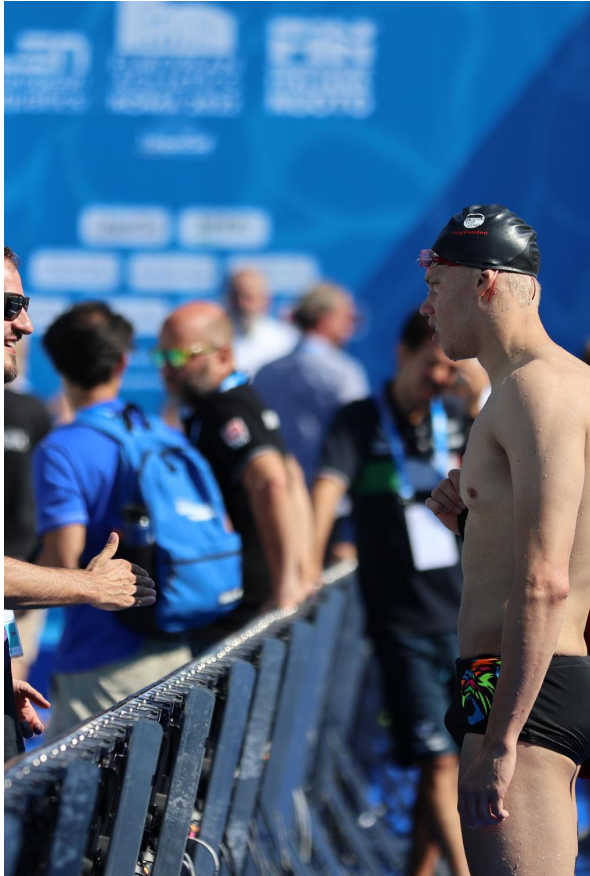
De-motivation **External Motivation** **Intrinsic Motivation**





**AQUATICS
DENMARK**

Short table discussion



- How do you increase new knowledge about performance in your country?





AQUATICS
DENMARK

Who do we define as IHP coach talents we invest in?

Potential

- T38 test
- Signs of high ceiling
- Strong learning capacity and curiosity
- Self-awareness and willingness to grow
- Not "finished" but clearly developing
- Shows long-term upward trajectory

Performance

- Consistent behavior and quality on deck
- Turns knowledge into athlete development and training culture
- Creates stable, safe daily training environments
- Demonstrates impact over time, not just results
- Delivers actions, not only ambitions
- Consistent results
- Let go of athletes when they are behind

Scalable

- Ability to grow beyond current context
- Can take on more complexity and responsibility
- Influences other coaches and environments
- Thinks in systems, not only in lanes
- Adds value to the whole program, not just their own group



**AQUATICS
DENMARK**

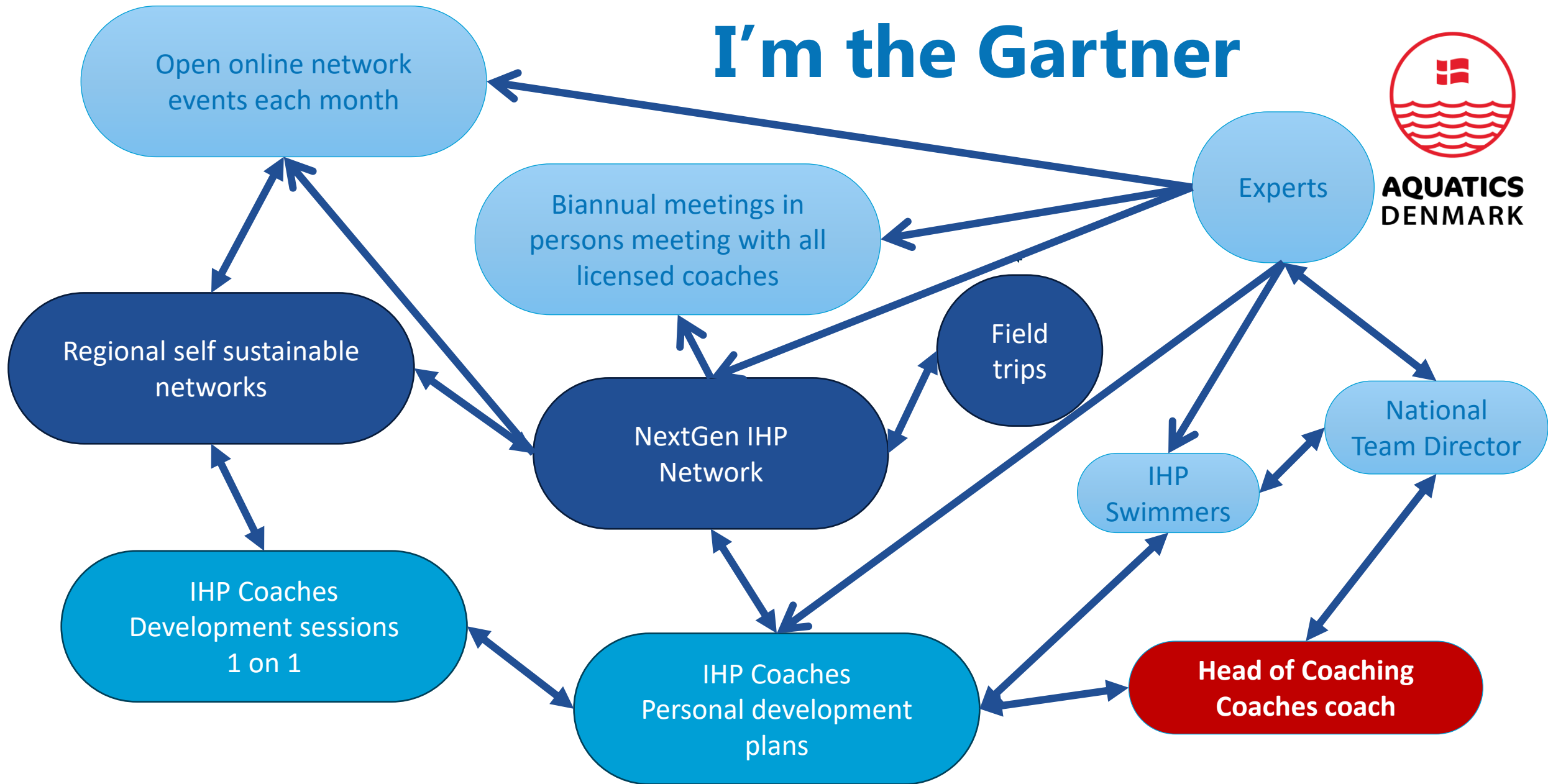
SORRY FOR THE NEXT SLIDE



I'm the Gartner



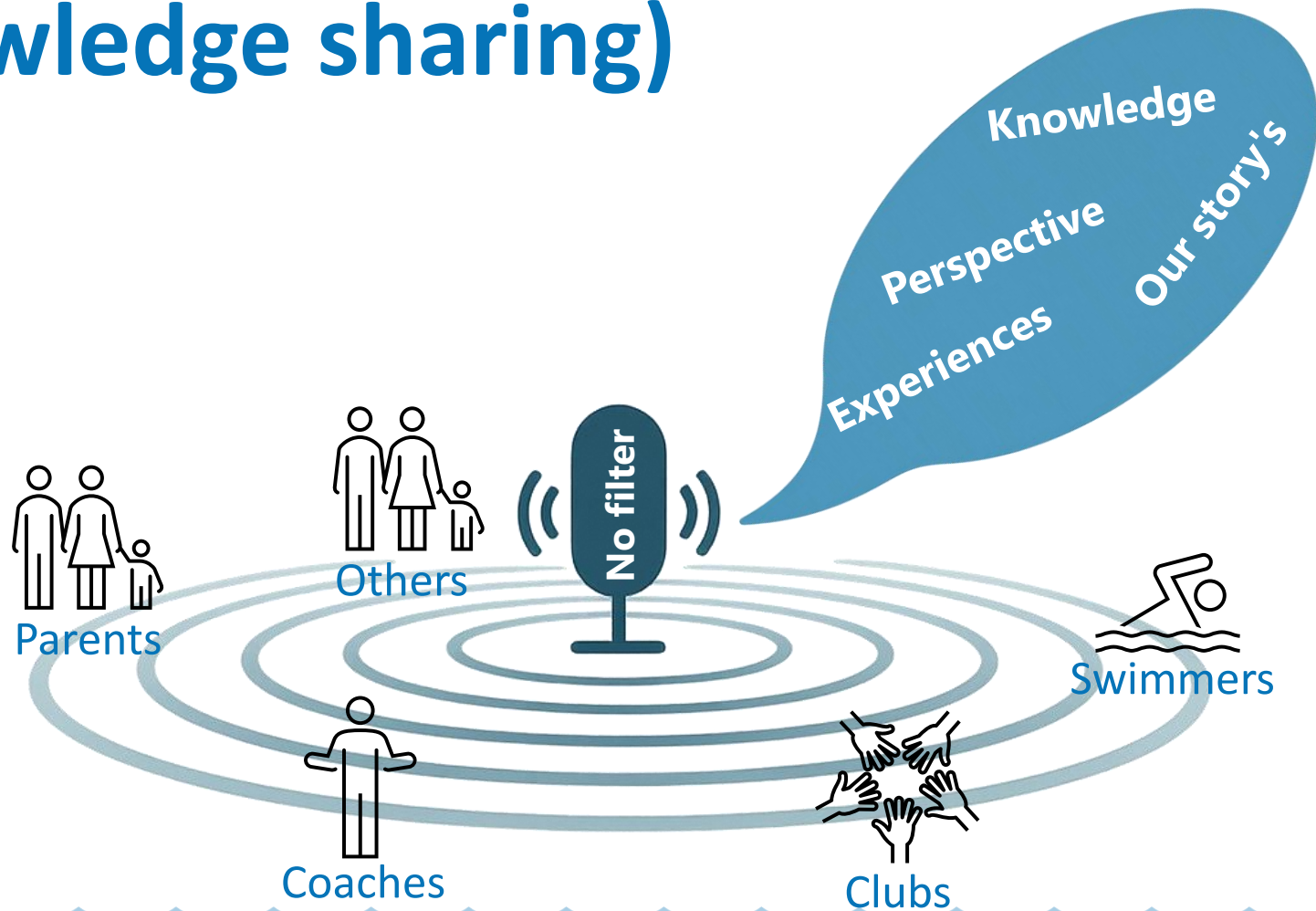
**AQUATICS
DENMARK**



Group pressure podcast (or knowledge sharing)



**AQUATICS
DENMARK**



Lyden af

Short discussion



- If the coach is not there long enough or too long?
- What is coach sustainability in your country, and how do you work with it?



**AQUATICS
DENMARK**



Gå til menti.com | og brug koden **4364 7625**

Mentimeter

Menti

EA Academy slides



How sustainable is the coaching pathway in your country today?

2.0

Resulterne er afgjort

1 / 35 responded

Coaches burn out and leave

It's self- sustainable

→ Show responses



1 / 35

Choose a slide to present

What word best describes your coaching today?

Which factor has the strongest impact on coach development in your country?

- Coach quality
- Working environment
- Funding
- Talent Pool
- Club culture

What erodes trust fastest in a coaching team?



**AQUATICS
DENMARK**

What I do?

- Plant
- Water
- Remove the shade
- Pull weeds out



What question would be the best to ask you right now?



**AQUATICS
DENMARK**

Do you deliver what your hired for?

Sporting results, athletic and club development, leadership and operations.

What should be on my CV?

Results, education, knowledge and experience. And what is the next thing you need to be able to do as a coach?



Results

Capabilities

Integrity

Intentions

What matters to you?

Your philosophy, values and principles. What does that look like in your job? Is there alignment between what you say and what you do? Are your values clear? Are you the coach and the person you want to be?

How is life?

Does your life hold together? What phases are you moving through right now? Is it sustainable in the long run? What matters to you, and is there a plan?

What agreements need to be made about your future, and how and when should they be measured?



**AQUATICS
DENMARK**

Take away to make coaches dance

- Trust is faster and cheaper than control
- Coaches need the same as athletes
 - **Autonomy**
 - **Competence**
 - **Relatedness**
- Build a self sustainable structure
- Reproducing old knowledge is waste of time
- If the coaches don't know the way help them find it, or to let go



AQUATICS
DENMARK

**Academy
suggestions for clinic
subjects, speakers and
other.. Catch me at the
pool or write me**

Contact me
+4520438633

kd@svoem.dk

Instagram: kim_dietrichsen



AQUATICS
DENMARK



kim_dietrichsen



AN



Gå til menti.com | og brug koden **4364 7625**

Mentimeter

Menti

EA Academy slides



My take away today is...

All responses to your question will be shown here

Each response can be up to 200 characters long

Turn on voting to let participants vote for their favorites

→ Show responses



0/35



Choose a slide to present

What word best describes your coaching today?

Which factor has the strongest impact on athlete development in your country?

Coach quality

Training environment

Funding

Talent transfer

Club structure

What roles trust fastest in a coaching team?

References

- Covey, S. M. R. (2006). *The speed of trust: The one thing that changes everything*. Free Press.
- Côté, J., & Gilbert, W. (2009). An integrative definition of coaching effectiveness and expertise. *International Journal of Sports Science & Coaching*, 4(3), 307–323.
- Christensen, M. K., Laursen, D. N., & Norlyk, B. (2025). Coaching architects: How elite coaches shape performance environments through culture, clarity and psychological safety. *Sport Management Review*.
- De Bosscher, V., Shibli, S., Westerbeek, H., & Van Bottenburg, M. (2015). *The SPLISS 2.0 study: Successful elite sport policies. An international comparison of the elite sport systems and policies in 15 nations*. Meyer & Meyer Sport.
- Jowett, S. (2017). Coaching effectiveness: The coach–athlete relationship perspective. *International Journal of Sport Psychology*, 48(3), 239–254.
- Martindale, R. J. J., Collins, D., & Abraham, A. (2007). Effective talent development: The elite coach perspective. *Journal of Sports Sciences*, 25(12), 1443–1451.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68–78.
- Segar, M., & Hall, K. (2011). Progressively internalized motivation and behavior change. *Journal of Obesity*, 2011, Article 372459.



**AQUATICS
DENMARK**