



**BRITISH  
TRIATHLON**

ENGLISH  
INSTITUTE OF  
SPORT



*uk sport*  
world class success

# Athlete Development Framework

Developing excellence



# The Intro

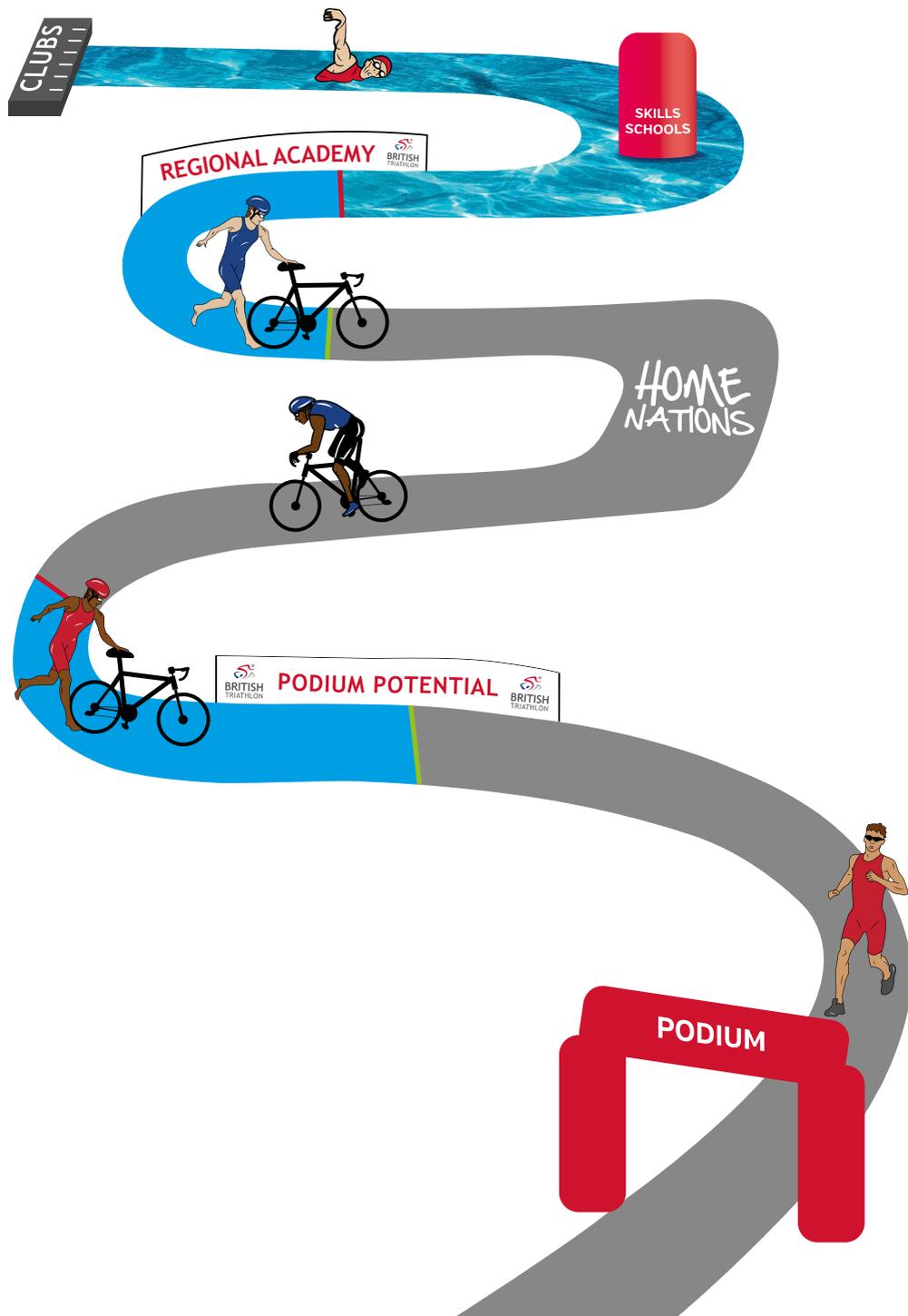
**As a Performance Pathway we are in the pursuit of excellence. Our mission is to systematically support and develop athletes to go on to achieve Olympic and World success.**

The framework is designed around a set of principles that align with British Triathlon's core values on talent development and coaching practice. The framework focuses on developing more than just swim, bike and run. We want to create independent learners and problem solvers, athletes capable of consistently making the right decisions at the right time no matter the level of expectation.

This is a framework of development and not a curriculum. The distinction is important as our World Class culture is built on empowerment so the framework is deliberately non-prescriptive, seeking to expose athletes to exploring each of the 6 principles or pillars. Their exploration and learning being enhanced through a process of guided challenge and discovery supported by coaches, support staff and parents.

In the same way it takes over a decade of training to acquire the physical standards needed for Olympic triathlon success, it will take a similar amount of time to develop the key pillars. As such, the framework will be introduced at Skills School, the first step in our Pathway, and remain a constant focus of development throughout the Pathway journey to the Podium programme.

The pillars are not by any means designed to replace triathlon training – they are triathlon training. Triathlon is a physical sport and there is no shortcut past innumerate hours of physical work; we are simply broadening our focus of development to incorporate the whole triathlete and in so doing better equipping our young athletes to excel in the highly competitive world of elite triathlon.



# Our Pathway

## We have five steps in our Pathway

- The first is Skills School – Skills School is about developing independent learners and having fun, it is a blend of all that is best about both the performance and participation arms of the sport
- Regional Academy is the first purely performance focused step and is for athletes from the ages of 13 to 19. There are 13 Academies across Britain: 1 in Scotland, 2 in Wales and 10 in England
- Home Nation Talent, these squads contain the best developing triathletes of each Home Nation
- Podium Potential is the first rung of the UK Sport funded World Class Programme and contains athletes who are around 8 years or closer away from the podium
- Podium itself is where our very best athletes reside – it is for true World leading medal winning athletes



# Our Philosophy

**We are in the pursuit of excellence. Excellence contains 4E's and each E has a significant role to play in our development process**

Through a process of guided challenge and discovery we aim to expose our athletes to skills, knowledge and experiences. We will then give them the opportunity to explore and enhance their learning and abilities before finally they truly excel:

The 4 E's not only describe a learning cycle we want athletes at each age and stage to experience but also depict the journey an athlete takes through the Pathway too. They link and connect the

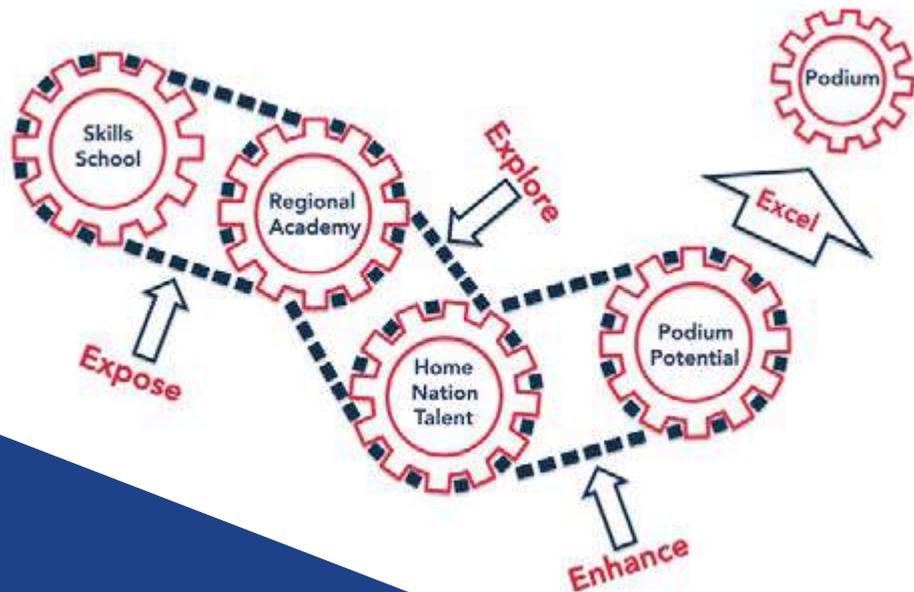
stages or sprockets of the Pathway together.

Exposure comes first and links Skills School and Regional Academies together, both are very much focused on exposing young athletes to triathlon and to all that we believe is great about the sport.

Regional Academies are also joined to Home Nation Talent by the explore chain. Success in independent learning and problem solving requires a good deal of exploring. This exploring becomes more and more purposeful as athletes progress through these two stages.

Enhancing is the process of refining and improving performance and all its constituent parts. This links Home Nation Talent to the Podium Potential programme. Enhancing arguably is where the real hard yards start to get done and requires a huge levels of passion and commitment

Finally and standing separate from the rest of the Pathway is the Podium Programme and the 4th E - excel. This separation is deliberate and represents the big jump from Podium Potential to Podium. It represents the step that athletes make from the long process of confirming their talent to being given the responsibility by the Programme to run and deliver their own campaign.





## The Key Pillars

The framework is built around 6 key principles of development or pillars that align with our core values on talent development and coaching practice

- |                             |                                                        |
|-----------------------------|--------------------------------------------------------|
| <b>TRAINING AS PLAY</b>     | learning to love training                              |
| <b>INFORMED CHOICE</b>      | learning to make great decisions with good information |
| <b>LEARNING TO LEAD</b>     | learning to take ownership of your journey             |
| <b>INTELLIGENT TRAINING</b> | learning to train with clear purpose and clarity       |
| <b>INTELLIGENT RACING</b>   | learning to make winning decisions in racing           |
| <b>ONE DAY ONE RACE</b>     | learning to deliver your best when it really matters   |

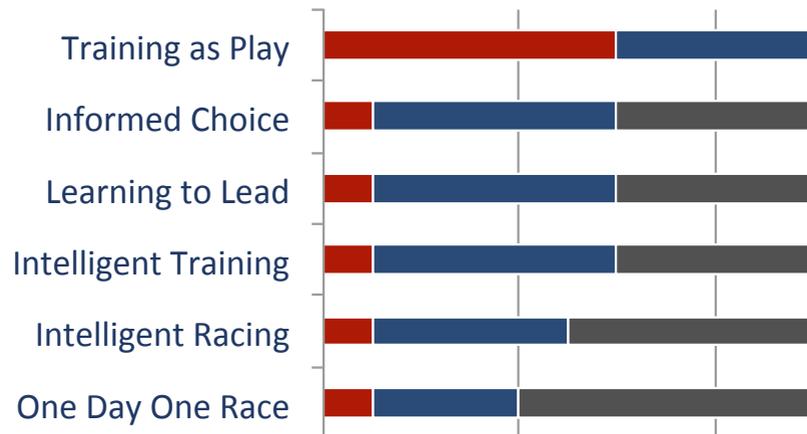


# Pillar and Development Focus

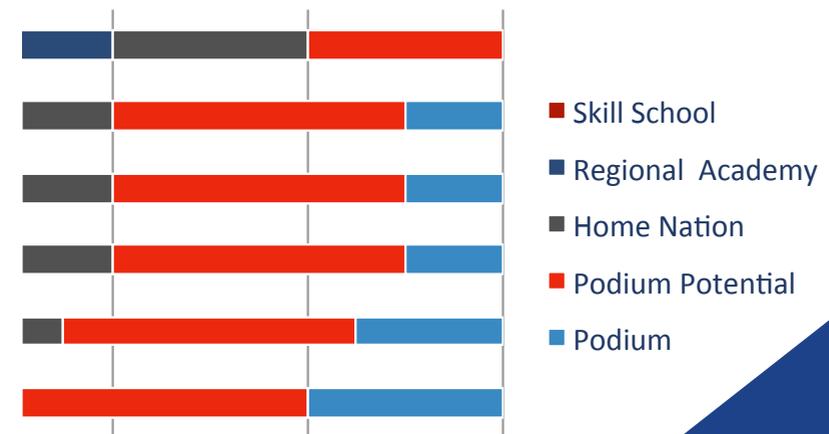
Whilst all pillars will be worked on at each stage, each stage will also have specific focus pillars – the two ends of the pathway have clear singular purpose – enjoyment at Skills School and performance at Podium.

<b>SKILLS SCHOOL</b>	Training as Play
<b>REGIONAL ACADEMY</b>	Informed Choice, Learning to Lead, Intelligent Training
<b>HOME NATION TALENT</b>	Informed Choice, Learning to Lead, Intelligent Training, Intelligent Racing
<b>PODIUM POTENTIAL</b>	Intelligent Training, Learning to Lead, Intelligent Racing
<b>PODIUM</b>	One Day One Race

## Pathway Pillar Focus in the Development of a



## World Class Triathlete



## The 6 pillars



# Training as Play

**Training as Play is the foundation for all the other pillars – it is where the framework begins and what we expose the younger athletes in our pathway to first. It is the key focus at the Skills School and Regional Academy stages of the Pathway.**

Triathlon is an endurance sport and there is no getting away from the physical attributes and qualities

required for success. This though has to be allied with the right mindset and approach to training too. Training as play is about athletes developing a deep-seated love and passion for training. It is impossible to be a world leading triathlete without loving training.

This process begins with exposing athletes to engaging with and enjoying their training. It then builds to them developing both purpose and fascination for their training by exploring the sport, themselves and their environment, whilst at the same time wanting to identify as triathletes. Over time this is enhanced into relentless but purposeful passion and the love for training that allows our best athletes to excel.

Training as Play can be expressed in many ways so we thought we would enlist two time Olympic medallist Jonny Brownlee and double World Champion Helen Jenkins to share their thoughts:

## What do you love about training?

**JB** I love being outside, I love the challenge of exploring both myself and my limits, as well as my immediate environment. I like the routine of training. I used to love exploring when I was younger I get much less time now as serious sport has taken that away. I do though explore more in the winter, while in the summer it has to be more serious, focussed and purposeful.

**HJ** For me it is both freedom and satisfaction. The freedom of being outside and at the same time the complete satisfaction from for getting a treadmill session done. To stay injury free I have had to learn to love running around football pitches and on treadmills, so satisfaction from a session well done is really important to me.

## What age did you identify as a triathlete?

**JB** I was 15, it was when I went to the European Youth Relays.

**HJ** I think when I was 18 and I decided not to go to Uni and focus on being a triathlete full time.

At what age did you prioritise Triathlon above all else in your life?

**JB** When I started Uni. I went to Leeds as it was best for my triathlon. I deliberately chose a course that fitted around my training and I really committed.

**HJ** At 20 when I moved into senior racing.



# Informed Choice

**A world leading triathlete will have made millions of decisions over their racing career, some big, some small but all will have had consequence on their journey to the top of the podium. Our best athletes are problem solvers and independent thinkers; they can source and prioritise the best information and with that consistently make excellent choices.**

Informed choice can be defined within our Framework as all the decision making that resides outside of racing and training.

Learning to make good decisions doesn't happen overnight, it is challenging and

will naturally mean athletes getting some choices right and some wrong. With this in mind it is essential that our younger athletes are exposed early in their triathlon journey, through a guided and supported process, to information and to making their own choices. As informed choice is explored and enhanced athletes gradually become more proficient decision makers through improved sourcing and collaboration until at the highest level they are moving towards complete mastery.

Here is what 2013 World Champion Non Stanford and Commonwealth Champion Jodie Stimpson have to say:

**What key decisions have you made in your career and how did you make them?**

**NS** The 2 main decisions for me have been moving from athletics to triathlon and then a couple of years later moving to Leeds. Both decisions I definitely made myself but I used a number of trusted people to support me in this, when I moved to Leeds as an example I spent a lot of time sourcing information from the athletes and coaches in Leeds – I spent quite a bit of time there before committing and went through the pro's and con's with my Mum.

**JS** One of the biggest decisions I made was going full time as an athlete, I spent 2 years working and training around my job and took a leap! Well it felt like that as I only had enough money to last me a winter in Australia. Thinking about it though I spoke to other athletes who had taken a similar decision, along with my coach, using them to gather the information that I needed to make an informed choice. I then used trusted sources like my family and parents to talk through the pro's and con's and so get an unbiased and objective perspective to help me make the right choice.



# Learning to Lead

**Our Podium athletes, through their results, have earned the right to tell us how they want to be supported in successfully managing their own 4 year Olympic campaign.**

In effect our Podium athletes are the chairman of their own company - Alistair Brownlee.com or Jodie Stimpson.com. In some cases like Al and Jon they are also the Chief Operating Officer and in others like Helen and Jodie they devolve a good part of those operational responsibilities to their coaches. Either model works and both require our athletes to develop significant leadership qualities.

In present day Olympic sport, with the current levels of investment, this also means both working with and at times managing a significant support team - or board of directors too.

Learning to Lead aims to give athletes the knowledge and experiences to develop their leadership skills. We obviously don't expect 14 year olds to lead their programmes. We do though expect them to start developing their skills by first being exposed to small levels of ownership and responsibility. As they journey along the Pathway we expect them to explore and enhance those skills until eventually they can excel at taking full or part proactive ownership of an expert and collaborative team.

Here is what double Olympic Champion Alistair Brownlee and Commonwealth Champion Jodie Stimpson, 2 athletes who have quite different ways of leading their teams, have to say:

## **What elements of your process do you lead on?**

**AB** I lead on everything. I have from quite a young age enjoyed the challenge of owning my programme. I have always wanted complete responsibility for my performance right from when I decided I wanted a Yorkshire county cross-country vest and working towards it at age 11.

**JS** Ultimately, yes I do lead on everything as the final decision always rests with me. That said I prefer not to have to lead everything and like to give my coach a lot of the responsibility for managing my day-to-day programme.

## **How have you developed as a leader over your career?**

**AB** I have always wanted ownership. My parents were really good in giving me the freedom to have this and so develop these skills. As my career progressed and the team around me has got bigger this has required some adjustment and development on my part to open up to more input but I still like to retain the day to day management of what I do. I think it would be fair to say that as my career has developed so has my leadership style - I am more collaborative now than I was.

**JS** I have never really considered myself as an out and out leader but on reflection I do like to make sure that I take the final decision. The longer I have been in the sport the more interest I have taken in my team and in leading them I guess. I have always worked in close collaboration with my coach and I guess we have led the rest of my team between us. As I have always trained outside of the national training centres my team has been small and focussed which has been easier to manage.



# Learning to Lead

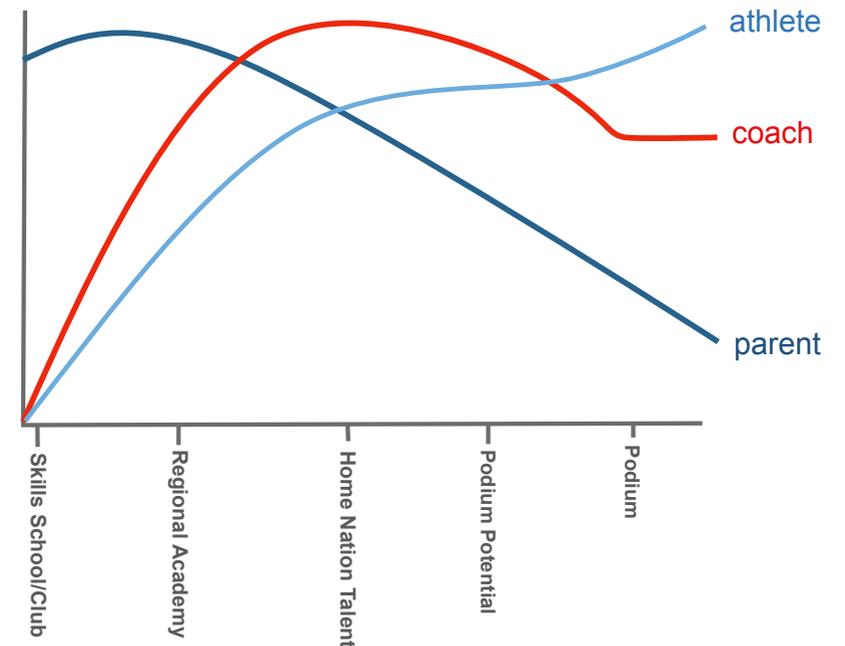
**Podium triathletes need the skills to lead their programme and process.**

Whilst Learning to Lead is focused purely in this area all the other pillars reflect leadership in some shape or form, it is a key skill in our sport.

Whilst expressed in different ways our best athletes have to be leaders in all areas. Acquiring these skills takes time and there is a long transition toward the stage when an athlete can take full responsibility for their programme and performance.

As with all learning it is important to appreciate that this journey is unlikely to be linear, that athletes develop at different rates and that we would expect bumps in the road.

**Programme Ownership/Influence through the Pathway**



STANFORD  
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# Intelligent Training

**In a sport as physical as triathlon training plays a huge part in any success. As we have already identified Training as Play is the foundation on which our Athlete Development Framework is built. With it athletes learn to balance the competing elements of passion and purpose as they travel along the Pathway. Intelligent training is about ensuring complete clarity on that purpose.**

This begins by simply being exposed to and enjoying purposeful training to exploring structure, methodologies and the athletes individual needs. Over time this develops to enhancing and then excelling at managing and understanding all the dynamics that support excellent performance.

Here is what Helen and Olympic Bronze Medallist Vicky Holland have to say:

## **How much do you understand about the training you do?**

**HJ** I understand all of it for sure and I really like the physiology side – I like the numbers on the bike and in the pool; I am 32 and still learning. This year for example we have done a lot more with the physiologist than previously and it has really worked. It has been a continuous learning process right from when I started in the sport at the age of 15 and one that I have always enjoyed engaging with.

**VH** Like Helen I understand all of what I do in training – that hasn't always been the case though. I think it took me till I was around the age of 27, as well as having exposure to a few different coaching programmes, to really work out what worked for me. The further I have got in my career the more I have wanted to understand and so the more I have understood.



# Intelligent Racing

**To successfully navigate a world level elite triathlon a large number of split second decisions have to be made often under significant pressure.**

Physical competence is huge in triathlon, however the closer athletes get to an Olympic podium the closer the margins of victory and differences in physical abilities become. Arguably the better athletes make better decisions and not only that but they are fearless in their exploitation of their own and others capabilities.

Our best athletes operate in a very fluid and ever changing environment across three disciplines over two hours where courses and opponents vary hugely.

There are two key elements to intelligent racing; one is the bank of knowledge and experiences that athletes have gained through their life in the sport. The second is how ready and available these experiences are, how quickly they can be drawn down to best support the athlete in making the best decision.

Here is what Vicky and Jonny have to say:

**How many decisions do you make in race?**

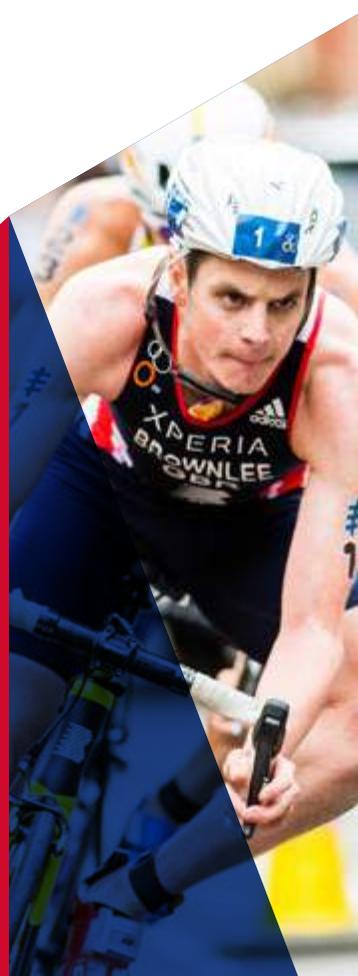
**VH** Loads! Obviously I go into the race with a plan, a checklist of things that I would like to do. Sometimes this goes out of the window straight away though. You have to be really flexible as things are changing all the time. I enjoy that about racing, I like the fact that it is ever changing – I really enjoy racing and especially the tactical elements of it.

**JB** All I seem to be doing in a race is making decisions! You can definitely categorise them into big and small ones but it is non-stop from choosing your start position till you cross the line.

**How aware are you of critical moments in a race – has this improved over your career – has this made you a better racer?**

**VH** Looking back I think this is something that I have always been good at naturally – I do prepare for things to happen ... I scenario plan. For Rio I planned for everything! I am a real student of the sport, a total geek! I can tell you everything about my opposition about their strengths and weaknesses – I really study the start lists and will often set initial plans from this according to the type of race I think that a particular list and course will create.

**JB** I like to think I am pretty aware - for me and the way I race the critical moments are often in the swim and involve getting through and around athletes and groups to get to the front of the race. I have also got much better at this through my career. I have certainly got better at not panicking under pressure – 2012 and the time penalty I got taught me that. Leeds this year (2016) was a good example I had an awful transition and missed the lead group, I could have panicked but instead kept a clear head to sit on and then jump (Javier Gomez) at the right time to bridge up to the front.



# One Day One Race

**One Day One Race is all about delivering your absolute best when it really matters most – for our elite athletes that is at the Olympics. UK Sport funding, that supports the World Class Programme, revolves around medal winning delivery at the Olympics.**

Whilst Training as Play comes first One Day One Race very much comes last. It is the 6th and final pillar; the pillar that is most focused on the delivery of excellence.

For Alistair as the double Olympic champion and 2013 World Champion Non Stanford one day one race is one race every four years, each four year cycle has one singular focus – the Olympic Games. All preparation, training and racing points towards delivering on that one day every four years.

Obviously the expression of One Day

One Race is very different at each age and stage of the pathway. For a younger developing athlete One Day One Race might be 8 or 10 or 12 races in just one year. At this age and stage it isn't about winning or losing it is about the athlete exploring the learning processes behind delivering their best possible performance on those given targeted days. As an athlete develops and works their way towards the top of the pathway, and the World Class Podium Programme, the days on which they need to deliver their best performance become far less frequent and far more targeted. This allows them to enhance their processes over time and ultimately excel at delivering on that one day in that one race every four years when it matters most.

Here is what Al and Non have to say;

**Do you enjoy targeting a race and training and building towards it?**

**AB** Absolutely! I thrive on it, to me it is what racing in its purest form is about – targeting a race and delivering on that day. This has always been my biggest motivation. I think the essence of performance is being able to stand on a start line, know you couldn't be in a better position to perform and then doing it.

**NS** Yes I do - I think it is good to have a clear plan around what are the key races – I want a singular focus so I don't float along.

**Does expectation help you perform better?**

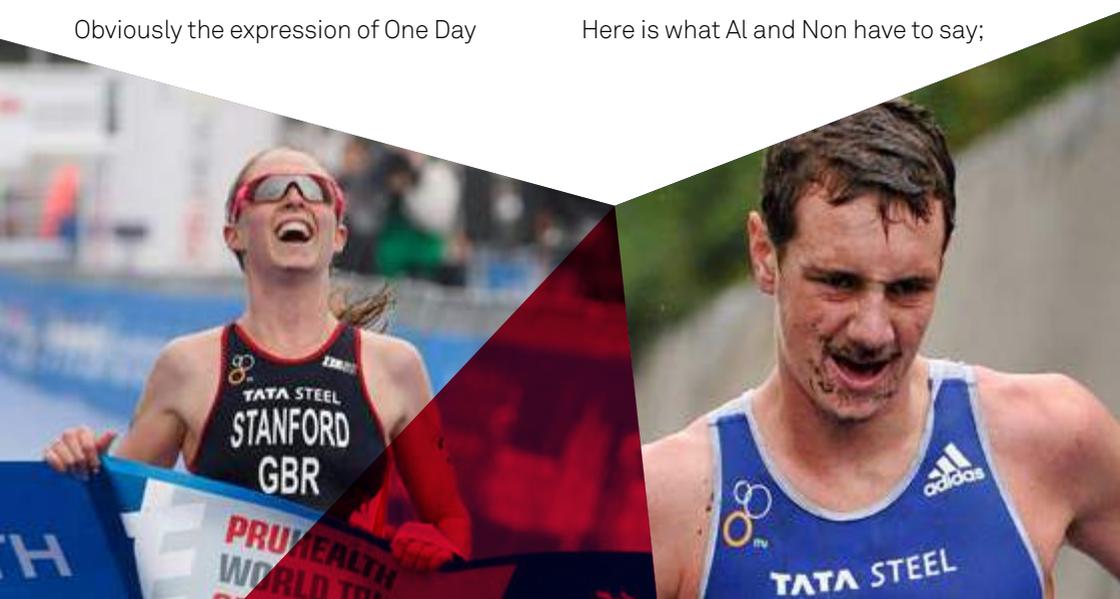
**AB** It's probably the oldest adage in sport that the only real pressure is that which you put on yourself. Real expectation is you, and those around you, knowing there is no reason you shouldn't perform at your best. Outside expectation should always be an insignificant factor.

**NS** Yes it does. I think you have to be able to manage it constructively though - for me it is about not letting people down.

**Have you got better at delivering your best when it matters through your career?**

**AB** I am not sure I have, I have always really engaged with and enjoyed the process delivering my best – obviously the stakes have got higher but fundamentally I have always felt like I have been good at delivering this.

**NS** I think I have always been fairly good at it – I think I would say I have got more consistent at it though.





# BRITISH TRIATHLON

## CONTACTS

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<b>British Triathlon</b>	<a href="http://www.britishtriathlon.org">www.britishtriathlon.org</a>
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<b>Triathlon Scotland</b>	<a href="http://www.triathlonscotland.org">www.triathlonscotland.org</a>
<b>Triathlon Wales</b>	<a href="http://www.welshtriathlon.org">www.welshtriathlon.org</a>

To find out more about athlete development and the Pathway go to the GB Teams section of the British Triathlon website and click on Pathway.

## CONTRIBUTORS

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### **Special thanks to the following people for their contributions to the project:**

Alex McGregor and Kate Baker specifically and the EIS Pathways team as a whole for their framework development expertise, knowledge and process.

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Finally a huge thank you to all the triathlon staff and coaches who have collaborated in the development of this - it has been a collective effort and your contributions, time, energy and insight are much appreciated.



What you are  
working on  
and what we might  
see you do  
at each level

PILLAR	DESCRIPTION	WHAT YOU ARE WORKING ON	WHAT WE MIGHT SEE YOU DO
<b>TRAINING AS PLAY</b>	<ul style="list-style-type: none"> <li>• Learning to play with purpose</li> </ul>	<ul style="list-style-type: none"> <li>• Developing skills through play</li> </ul>	<ul style="list-style-type: none"> <li>• Be inquisitive, tired, happy and up for more</li> <li>• Be engaged in your training</li> </ul>
<b>INFORMED CHOICE</b>	<ul style="list-style-type: none"> <li>• Exposure to choice using information</li> </ul>	<ul style="list-style-type: none"> <li>• Learning to make choices</li> </ul>	<ul style="list-style-type: none"> <li>• Want information</li> </ul>
<b>LEARNING TO LEAD</b>	<ul style="list-style-type: none"> <li>• Organised, through taking responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Being organised &amp; prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Right place, right kit, right time, right attitude</li> </ul>
<b>INTELLIGENT TRAINING</b>	<ul style="list-style-type: none"> <li>• Enjoying purposeful training</li> </ul>	<ul style="list-style-type: none"> <li>• Progressing your key skills</li> </ul>	<ul style="list-style-type: none"> <li>• Be curious about how you train</li> <li>• Have a basic understanding about training</li> </ul>
<b>INTELLIGENT RACING</b>	<ul style="list-style-type: none"> <li>• Positive and rewarding race experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Transferring your skills into a race</li> </ul>	<ul style="list-style-type: none"> <li>• Be proud of transferring your skills into your race</li> <li>• Be motivated for more</li> </ul>
<b>ONE DAY ONE RACE</b>	<ul style="list-style-type: none"> <li>• Enjoy giving your best effort in racing</li> </ul>	<ul style="list-style-type: none"> <li>• Giving your best effort</li> <li>• A sense of “Tri-umph”</li> </ul>	<ul style="list-style-type: none"> <li>• Show a desire to persist</li> <li>• Show focus</li> <li>• Look forward to your race</li> </ul>

PILLAR	DESCRIPTION	WHAT YOU ARE WORKING ON	WHAT WE MIGHT SEE YOU DO
<b>TRAINING AS PLAY</b>	<ul style="list-style-type: none"> <li>• Purposeful play developing a fascination for exploring triathlon</li> </ul>	<ul style="list-style-type: none"> <li>• Exploring your passion for triathlon and training</li> <li>• Exploring your capabilities</li> <li>• Exploring your environments</li> </ul>	<ul style="list-style-type: none"> <li>• Question with purpose</li> <li>• Enjoy and engage with your training</li> <li>• Achieve the previously unattainable, break new ground</li> <li>• Access consistently appropriate swim/bike/run sessions of sufficient quality</li> </ul>
<b>INFORMED CHOICE</b>	<ul style="list-style-type: none"> <li>• Exposure to information and exploration of decision making processes</li> </ul>	<ul style="list-style-type: none"> <li>• Exploring making considered decisions in the areas you are responsible for</li> </ul>	<ul style="list-style-type: none"> <li>• Engage with the coaching team - wanting information and making confident decisions</li> <li>• Not be afraid to make mistakes and then learn from them (and so have a basic understanding of the learning cycle- plan/do/review)</li> <li>• Learn about athlete health and well being</li> </ul>
<b>LEARNING TO LEAD</b>	<ul style="list-style-type: none"> <li>• Exploring and absorbing the responsibility for balancing athletic and personal development</li> </ul>	<ul style="list-style-type: none"> <li>• Exploring your role in the athletic and personal development process</li> </ul>	<ul style="list-style-type: none"> <li>• Keep and sharing a training diary</li> <li>• Clean and fix your bike</li> <li>• Work out travel to a race</li> <li>• Create and sharing your own race process</li> <li>• Plan and prepare your recovery snacks and hydration</li> </ul>
<b>INTELLIGENT TRAINING</b>	<ul style="list-style-type: none"> <li>• Exposure to and exploration of structured and varied training in different environments</li> </ul>	<ul style="list-style-type: none"> <li>• Exposure to basic training methods and exploring their impact on you.</li> <li>• Exposure to building your awareness of injury and its prevention</li> </ul>	<ul style="list-style-type: none"> <li>• Show basic reflective detail within your training diary</li> <li>• Plan basic sessions and have a basic training plan</li> <li>• Complete a functional movement/robustness screening process</li> <li>• Pre-hab exercises</li> </ul>
<b>INTELLIGENT RACING</b>	<ul style="list-style-type: none"> <li>• Exposure to fearless intelligent racing regardless of result</li> </ul>	<ul style="list-style-type: none"> <li>• Exploring different race strategies and tactics</li> <li>• Exposure to being fearless regardless of the result</li> </ul>	<ul style="list-style-type: none"> <li>• Actively going through a process, doing something consciously different in a race and being able to explain why</li> <li>• Sometimes getting it right and sometimes getting it wrong</li> </ul>
<b>ONE DAY ONE RACE</b>	<ul style="list-style-type: none"> <li>• Explore the process of turning effort into performance</li> </ul>	<ul style="list-style-type: none"> <li>• Exposure to different strategies in the exploration of your best effort and the associated performance</li> </ul>	<ul style="list-style-type: none"> <li>• Fully commit to the race process</li> <li>• Thrive in the competitive experience</li> <li>• Systematic targeting of and preparation for races</li> <li>• Begin to demonstrate the building blocks of a successful performance e.g. speed to first buoy, staying technically robust on the run, being mentally resilient</li> <li>• Delivering your best in Academy Time Trials</li> </ul>

PILLAR	DESCRIPTION	WHAT YOU ARE WORKING ON	WHAT WE MIGHT SEE YOU DO
<b>TRAINING AS PLAY</b>	<ul style="list-style-type: none"> <li>• Passionate play to explore rational purpose</li> </ul>	<ul style="list-style-type: none"> <li>• Exploring healthy obsession and what that means</li> <li>• Enhancing your passion and fascination for the process</li> <li>• Enhancing how you best use your training environment</li> <li>• Enhancing your capabilities and capacities</li> <li>• Enhancing your identity as a triathlete by exploring specific training groups to suit your needs</li> </ul>	<ul style="list-style-type: none"> <li>• Clearly explain the rational purpose of what you are doing</li> <li>• Want to do more with purpose and understand why</li> <li>• Enjoy training regardless of challenge ( i.e. adverse weather, training on your own, etc.)</li> <li>• Enjoy breaking new ground despite the level of challenge (e.g. riding up a mountain, swimming in the surf, training abroad)</li> <li>• Train with triathlon specific groups when you can</li> <li>• Have real consistency to your training workload</li> </ul>
<b>INFORMED CHOICE</b>	<ul style="list-style-type: none"> <li>• Guided processing and application of information to collaboratively make effective decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Exploring proactively making better decisions with better information</li> <li>• Exploring your ability to learn from the decisions you make, good or bad</li> <li>• Exploring all areas of your development needs (personal and athletic) and how they interrelate</li> <li>• Exploring collaboration and the decision making process with a wider coaching/support team, resulting in exposure to a far greater volume of information (breadth and depth)</li> </ul>	<ul style="list-style-type: none"> <li>• Understand what coaching philosophy best suits you and why</li> <li>• Question and evaluate your options e.g. have the information to know what university or employment options best suits your training and educational needs (if going to university)</li> <li>• Make better nutrition choices</li> <li>• Demonstrate good recovery and athlete health e.g. minimal days missed training, recovery built into weekly plan</li> <li>• Review a decision good or bad, learn and move on (plan/do/review)</li> <li>• Follow a prehab programme and explain why</li> <li>• Demonstrate a better school / life / sport balance</li> <li>• Show an understanding of selection policies and appeals processes</li> <li>• Understand your responsibility towards anti-doping</li> </ul>
<b>LEARNING TO LEAD</b>	<ul style="list-style-type: none"> <li>• Exploring ownership of your athletic and personal development through engagement of key influencers</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancing working with your coach(es) and exploring working with support services for your best outcome</li> <li>• Exploring taking responsibility for what has previously been managed and owned by your parents</li> <li>• Exploring and driving what you do next (education, triathlon, employment)</li> </ul>	<ul style="list-style-type: none"> <li>• Bring your own ideas to coaching discussions</li> <li>• Seek to engage your coaching and support team</li> <li>• Become the primary contact for Programme information and enquiries.</li> <li>• Proactively use the information in your training diary to update your coaching team</li> <li>• Manage race entries</li> <li>• Do your own basic bike mechanics e.g service your bike</li> <li>• Get yourself to training (where possible)</li> <li>• Contact the coach at chosen university to arrange a visit</li> </ul>

PILLAR	DESCRIPTION	WHAT YOU ARE WORKING ON	WHAT WE MIGHT SEE YOU DO
<b>INTELLIGENT TRAINING</b>	<ul style="list-style-type: none"> <li>Exploring and understanding your individual training needs through a variety of training methodologies and environments</li> </ul>	<ul style="list-style-type: none"> <li>Exploring the impact of varied training approaches</li> <li>Exploring how to engage with a wider team (coaches and support staff) for best training benefit</li> <li>Exploring your physical limits and thresholds in a lab and starting to understand what that means</li> <li>Exploring the supplementary conditioning that supports your triathlon programme</li> <li>Exploring and enhancing your understanding of the importance of consistent training and its impact on your athletic development</li> <li>Exploring what physical robustness in triathlon means and developing your understanding of injury management/prevention</li> </ul>	<ul style="list-style-type: none"> <li>Have a training plan with some basic periodisation for triathlon</li> <li>Explain how one session impacts another.</li> <li>Understand when to train hard and when to train easy</li> <li>Show a basic understanding of physiology and development of work capacity</li> <li>Understanding yourself physically as an athlete and what that means for you in terms of your training</li> <li>Explain the need for mobility, flexibility and activation drills and have included them within your programme</li> <li>Demonstrate physical robustness and understand it's impact on injury</li> <li>Pro-actively seeking physio support for diagnosis ahead of potential injury</li> <li>Daily training and well being monitoring</li> </ul>
<b>INTELLIGENT RACING</b>	<ul style="list-style-type: none"> <li>Exploring your ability to manage the dynamics of a race with fearless purpose</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing the various strategies and options at your disposal</li> <li>Exploring specific tactics in each discipline</li> <li>Exploring being a positive &amp; active leading decision maker in races</li> </ul>	<ul style="list-style-type: none"> <li>Have an awareness and understanding of Programme benchmarking data</li> <li>Take chances, race fearlessly and explain why</li> <li>Show confident experimentation in race situations</li> <li>Be able to define in a race debrief the key moments in the race, the decisions you made and why</li> <li>Not be passive during a race – always have purpose behind what you are doing.</li> <li>Have the physical capacities required to race intelligently e.g. change/versatility of pace (swim/bike/run)</li> </ul>
<b>ONE DAY ONE RACE</b>	<ul style="list-style-type: none"> <li>Prioritisation of consistent best performance at target events, whilst learning to manage expectations</li> </ul>	<ul style="list-style-type: none"> <li>Exploring consistent best performance delivery (whole race and each discipline)</li> </ul>	<ul style="list-style-type: none"> <li>Have and refine your own race process(es)</li> <li>Understand that sometimes at this level your best performance might not be your best result; and vice versa</li> <li>Enjoy the spotlight and rising to the occasion</li> <li>Begin to demonstrate the building blocks of a successful performance e.g. speed to first buoy, 1st lap speed (bike), staying technically robust (run), being mentally resilient</li> </ul>

PILLAR	DESCRIPTION	WHAT YOU ARE WORKING ON	WHAT WE MIGHT SEE YOU DO
<b>TRAINING AS PLAY</b>	<ul style="list-style-type: none"> <li>Relentlessly passionate play with rational purpose</li> </ul>	<ul style="list-style-type: none"> <li>Being totally passionate, fascinated and healthily obsessed</li> <li>Enhancing and excelling in your play so that it directly supports your performance targets</li> <li>Enhancing and excelling at prioritising triathlon over everything else</li> <li>Confirming your complete identity as a triathlete</li> </ul>	<ul style="list-style-type: none"> <li>Prioritise what you need to do over what you like to do in training and enjoying it</li> <li>Maximise your physical environment for your training needs and understand why?</li> <li>Enjoy prioritising the training that has the most performance impact e.g. doing pre-hab over an extra run, not riding your MTB 3 weeks before a race</li> <li>Be relentlessly consistent with your approach and application to training</li> <li>You put triathlon first</li> <li>Completely loving what you do in training regardless of the challenge</li> <li>Always looking to innovate and push the boundaries purposefully</li> </ul>
<b>INFORMED CHOICE</b>	<ul style="list-style-type: none"> <li>Ability to seek out and prioritise information to enhance decision making</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing your utilisation of all available resource</li> <li>Enhancing your information processing for best performance outcome</li> <li>Exploring and enhancing the planning and executing of projects to positively impact your performance</li> <li>Enhancing your individual and collaborative decision making process with a high level of information</li> <li>Enhancing your ability to learn from the decisions you make, good or bad</li> </ul>	<ul style="list-style-type: none"> <li>Make good decisions, taking into account all relevant information, whether it aligns with your teams thinking or not</li> <li>Show a robust ability to review positive or negative decisions and move forwards with purpose</li> <li>Start to feel comfortable with check and challenge through critical analysis</li> <li>Take a shared responsibility for planning your season with your coaching team and the Programme</li> <li>Not making the same mistake twice</li> <li>Have a good working knowledge of nutritional strategies for performance and training</li> <li>Complete daily metrics and act on them to improve your health and recovery status</li> <li>Accept total responsibility for all anti-doping</li> </ul>

PILLAR	DESCRIPTION	WHAT YOU ARE WORKING ON	WHAT WE MIGHT SEE YOU DO
<b>LEARNING TO LEAD</b>	<ul style="list-style-type: none"> <li>Developing ownership of your programme by proactively engaging with your team</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing your performance with your coaching and support team by exploring a collaborative approach with shared responsibility between you, the team and the Programme</li> <li>Enhancing your ability to take accountability for your performance outcome</li> <li>Enhancing your performance by better understanding how to use the resource available to maximise your performance</li> <li>Exploring where delegation of relevant responsibilities may best support your performance outcome</li> <li>Exploring an ability to check and challenge</li> <li>Exploring the development of management skills</li> <li>Enhancing the dogged pursuit of your goals</li> </ul>	<ul style="list-style-type: none"> <li>Take the lead with your coaching team</li> <li>Set dates for meetings</li> <li>Proactively engage with your coaching and support team</li> <li>Understand the process of actioning roles to the relevant experts in your team</li> <li>Show an ability to check and challenge</li> <li>Show tenacity in ensuring best outcome</li> </ul>
<b>INTELLIGENT TRAINING</b>	<ul style="list-style-type: none"> <li>Developing an awareness and understanding of the dynamics of your individual training needs for enhanced performance</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing and refining your understanding of what training approaches best support your continued athletic development</li> <li>Enhancing your capacity to deliver WITTW</li> <li>Enhancing and refining your understanding of the supplementary conditioning that supports your triathlon programme</li> <li>Excelling in your understanding and implementation of the importance of consistent training and its impact on your athletic development</li> <li>Enhancing your understanding of robustness and injury management for triathlon</li> </ul>	<ul style="list-style-type: none"> <li>Be able to have a conversation with any of your support team on the varied physical processes that impact your performance e.g. physiology, S+C, nutrition</li> <li>Understand and explain what physical robustness means for you and relating this to your functional movement and injury potential</li> <li>Have a training plan with clear outcome goals</li> <li>Be able to explain basic strategies for athletic preparation e.g. heat and/or altitude</li> <li>Proactively being on top of your S+C, pre-hab and/or re-hab at all times</li> <li>Completely understand yourself physically as an athlete and what that means for you in terms of your training</li> <li>Proactive injury management</li> <li>Align your training to be able to deliver WITTW</li> </ul>

PILLAR	DESCRIPTION	WHAT YOU ARE WORKING ON	WHAT WE MIGHT SEE YOU DO
<b>INTELLIGENT RACING</b>	<ul style="list-style-type: none"> <li>Ability to successfully manage the dynamics of your race by fearlessly and intelligently exploiting your own capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing your awareness of yours and your opponents capabilities, the course demands and exploiting these for maximum gain either individually or as part of a team</li> <li>Enhancing the consistent delivery of your fearless intelligent decision making</li> <li>Enhancing your ability to critically analyse your, your teams and your competitors performance with your coaching and competition team</li> </ul>	<ul style="list-style-type: none"> <li>Better understand how and when to exploit others in a race and have the physical capacities to do this e.g. pace change/speed versatility</li> <li>Developing your anticipation of the exact critical moments in a race</li> <li>Confident, fearless and intelligent performance execution</li> <li>Engaging with your competition team to manage excellent debriefs that positively impact future performance</li> <li>Always racing with positive purpose</li> </ul>
<b>ONE DAY ONE RACE</b>	<ul style="list-style-type: none"> <li>Ruthless prioritisation of consistent best performance at target events, whilst managing expectations</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing and exceling at targeting everything you do around 1 race every year</li> <li>Enhancing and refining your performance process - having confidence that it will deliver when it matters</li> <li>Enhancing managing your healthy obsession - staying on the right side of the line</li> <li>Enhancing the ruthless prioritisation of the key elements that will support peak performance</li> <li>Enhancing your ability to welcome and use the added expectation and pressure to raise your performance</li> </ul>	<ul style="list-style-type: none"> <li>Understand what noise is and learning to manage it</li> <li>Base all decisions on what will best support your target race</li> <li>Use expectation and attention as fuel for performance</li> <li>Remain calm and rational as your target event approaches</li> <li>Begin to demonstrate the building blocks of a successful performance e.g. speed to first buoy, 1st lap speed (bike), staying technically robust (run), mental resilience</li> </ul>

PILLAR	DESCRIPTION	WHAT YOU ARE WORKING ON	WHAT WE MIGHT SEE YOU DO
<p><b>TRAINING AS PLAY</b></p>	<ul style="list-style-type: none"> <li>• Relentlessly passionate play with rational purpose</li> </ul>	<ul style="list-style-type: none"> <li>• Excelling in your play so that it directly supports your performance targets</li> <li>• Excelling at prioritising triathlon over everything else</li> <li>• Confirming your complete identity as a triathlete</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritising what you need to do over what you like to do in training and enjoying it</li> <li>• Maximising your environment for your training needs</li> <li>• Enjoy prioritising the training that has the most performance impact e.g. doing pre-hab over an extra run, not riding your MTB 3 weeks before a race</li> <li>• Be relentlessly consistent with your approach and application to training</li> <li>• You put triathlon first</li> <li>• Completely loving what you do in training regardless of the challenge</li> </ul>
<p><b>INFORMED CHOICE</b></p>	<ul style="list-style-type: none"> <li>• Mastery in sourcing and prioritising of information to make excellent choices</li> </ul>	<ul style="list-style-type: none"> <li>• Excelling at the utilisation of all available resource to positively impact your campaign</li> <li>• Excellence in information processing</li> <li>• Excellence in proactively leading your support team in planning and executing projects to positively impact your campaign</li> <li>• Excellence in both the individual and collaborative decision making process no matter the volume of information</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and setting the direction of travel in all areas of your Olympic campaign with your team</li> <li>• Providing the necessary check and challenge to all ideas and plans that influence your campaign</li> <li>• Making the best decision for you, taking into account all relevant information, whether it aligns with your teams thinking or not</li> </ul>
<p><b>LEARNING TO LEAD</b></p>	<ul style="list-style-type: none"> <li>• Dogged determination to take ownership of your campaign by leading your collaborative team</li> </ul>	<ul style="list-style-type: none"> <li>• Excelling at managing the coaching/support resource and taking complete ownership of your coaching team</li> <li>• Excelling at taking ultimate accountability for your performance outcome - even where certain responsibilities have been delegated</li> <li>• Excelling in the dogged pursuit of your goals</li> </ul>	<ul style="list-style-type: none"> <li>• Leading coaching meetings and bringing your complete passion and fascination to the process</li> <li>• Proactively engaging and consulting with your coaching and support team</li> <li>• Showing real tenacity in ensuring best outcome</li> <li>• Actively delegating responsibilities and understanding why</li> <li>• Challenging with complete understanding and purpose</li> </ul>

PILLAR	DESCRIPTION	WHAT YOU ARE WORKING ON	WHAT WE MIGHT SEE YOU DO
<b>INTELLIGENT TRAINING</b>	<ul style="list-style-type: none"> <li>Excelling in managing the dynamics of your individual training needs by purposeful prioritisation for excellent performance</li> </ul>	<ul style="list-style-type: none"> <li>Excelling in your understanding of how you develop athletic performance</li> <li>Excelling in your complete understanding of what training approaches most effectively support your best performance delivery</li> <li>Excelling in your understanding of the supplementary conditioning that supports your triathlon programme</li> <li>Excelling in your understanding and implementation of the importance of consistent training and its impact on your athletic development</li> <li>Excelling in your understanding of robustness and injury management for triathlon</li> </ul>	<ul style="list-style-type: none"> <li>Being able to have an in depth and informed conversation with any of your support team on the varied physical processes that impact your performance e.g. physiology, S+C, nutrition</li> <li>Be able to explain detailed strategies for athletic preparation e.g. heat and/or altitude and understanding what works best for you</li> <li>Have complete understanding of the physical preparation processes that support your best performance</li> <li>Capable of taking the lead in your training prescription</li> <li>Proactive injury management</li> </ul>
<b>INTELLIGENT RACING</b>	<ul style="list-style-type: none"> <li>Ability to successfully manage the dynamics of your race by fearlessly and intelligently exploiting your own and others capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Exceling at the total awareness of yours and your opponents capabilities, the course demands and exploiting these for maximum gain either individually or as part of a team</li> <li>Fearlessly intelligent decision making no matter the level of pressure</li> <li>Excelling at the ability to critically analyse the intricate detail of your, your teams and your competitors performance with your coaching and competition team</li> <li>Excelling in the application of your tactical/ technical skills and physical capacity for maximum recover-ability</li> </ul>	<ul style="list-style-type: none"> <li>Agitating and anticipating critical moments in the race for best outcome</li> <li>Ruthless performance execution</li> <li>Consistently managing the fearless vs intelligent balance for best outcome e.g. saving as much energy as possible whilst still racing positively</li> <li>Driving and leading excellent debriefs that positively impact future performance</li> </ul>
<b>ONE DAY ONE RACE</b>	<ul style="list-style-type: none"> <li>Ruthless prioritisation of consistent best performance at target events, whilst managing expectations</li> </ul>	<ul style="list-style-type: none"> <li>Excelling at targeting everything you do around 1 race every 4 years</li> <li>Excelling with your performance process – having absolute confidence that it will deliver when it matters</li> <li>Excelling at managing your healthy obsession –staying on the right side of the line</li> <li>Excelling at the ruthless prioritisation of the key elements that will support peak performance</li> <li>Excelling at welcoming and using the added expectation and pressure to raise your performance</li> </ul>	<ul style="list-style-type: none"> <li>Not looking for a silver bullet in Olympic year</li> <li>Managing the noise that surrounds an Olympic campaign</li> <li>Basing all your decisions on what will best support 1 race every 4 years</li> <li>Using extreme expectation and pressure as fuel for performance</li> <li>Demonstrably becoming calmer as the critical event approaches</li> </ul>