

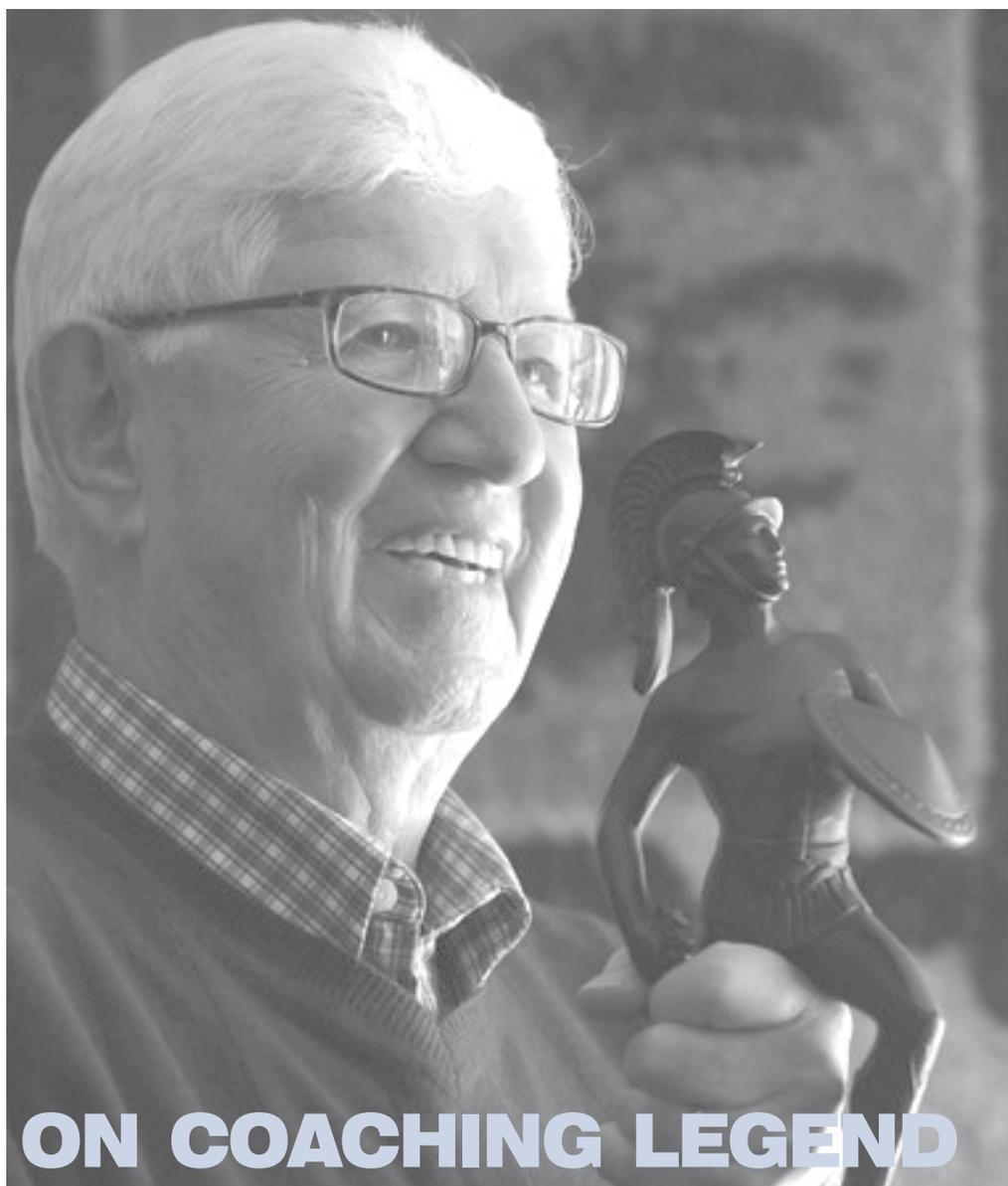
## In This Issue:

Swimming Mourns the / **04**  
Passing of United States  
Coaching Legend Peter  
Daland  
by Craig Lord

Peter Daland Who / **06**  
Coached Swimming  
Champions is Dead at 93  
by Frank Litsky

Pathways in Leadership / **08**  
- Coach Peter Malone  
by Annie Stein

"A Lifetime of Lessons / **21**  
Learned"  
by Bill Sweetenham



## A NOTE ON COACHING LEGEND

### Peter Daland's Passing

By: Timothy Welsh

Peter Daland has passed away. The rest of us, without being wiser (Peter was wise) are older now.

In the real world, we are sometimes told that a part of us is still a child as long as at least one of our parents is alive. It makes sense. Mom is always Mom, and Dad is always Dad.

In the world of swimming coaches, Peter Daland was at-least a father-figure, and in many cases, including mine, much more than a father-figure to and for many of us. Peter's passing means that we all have

to grow up now. Just like that and just that quickly and all together on this one day, we have to grow up. Our father-figure is gone. It is now our time, and now our turn, to take on the responsibility and the accountability that comes from losing yet another of our great older and wiser leaders. As of today, we can no longer be Peter's disciples. As of today, we have to be Peter's successors.

Peter would want it that way, of course. He spent at least the last half of his life teaching, and preparing, and leading us — constantly pointing out the way and the path that he thought we ought to be

# ASCA Newsletter

Published for the American Swimming Coaches Association by the American Swimming Coaches Council for Sport Development.

## Board of Directors

PRESIDENT: Gregg Troy

VICE-PRESIDENTS: Jim Tierney, Steve Morsilli

MEMBERS: Don Heidary, Ira Klein, Matthew Kredich, Michael Lawrence, David Marsh, Amy Montgomery, Tim Murphy, Kathleen Klein Prindle, Bill Wadley, Chuck Warner

EXECUTIVE COMMITTEE: Jennifer Gibson, Tim Welsh

## ASCA Staff

EXECUTIVE DIRECTOR AND EDITOR John Leonard

CLINICS AND JOB SERVICES Guy Edson

INTERNATIONAL DIRECTOR Duffy Dillon

ADMINISTRATIONS Judie Doggett

FINANCE Kim Cavo

BOOKKEEPING & SALES Lenora Hayes

MEMBERSHIP SERVICES Melanie Wigren

CERTIFICATION Kim Witherington

TECHNICAL SERVICES AND WSCA Matt Hooper

WEB & MEDIA DIRECTOR: Mary Malka

PUBLISHING: Devan Martin

SWIMAMERICA™ & ALTST Julie Nitti

GENERAL COUNSEL Richard J. Foster

## Official ASCA Sponsors



## SwimAmerica™ Sponsors



## The Newsletter for Professional Swimming Coaches

A Publication of the American Swimming Coaches Council for Sport Development, American Swimming Magazine (ISSN: 0747-6000) is published by the American Swimming Coaches Association. Membership/subscription price is \$70.00 per year (US). International \$120.00. Disseminating swimming knowledge to swimming coaches since 1958. Postmaster: Send address changes to:

American Swimming Coaches Association

5101 NW 21<sup>st</sup> Avenue, Suite 530

Fort Lauderdale, FL 33309

(954) 563-4930 | Toll Free: 1 (800) 356-2722 | Fax: (954) 563-9813

swimmingcoach.org | [asca@swimmingcoach.org](mailto:asca@swimmingcoach.org)

© 2014 American Swimming Coaches Association.

## A Note on Peter Daland's Passing

walking. And like all good fathers, he was right more often than not. Peter had a ear and a passion for the "big issues;" and he had an unusually clear sense, earned from years and years of hard experience, for the "right direction" to follow in "tackling" them ("tackling" being a word chosen carefully to reflect Peter's passion for college football, which often led to his watching three or more football games on a single Saturday).

Thank you, Peter. Thank you for the years of training, and the passion with which you trained us. Rooming with Peter on the road was like job-shadowing the Master. So thorough and so constant was his instruction that it was not unusual for Peter to be speaking on a topic as he fell asleep, and to wake up in the morning picking up where he left off the night before. It was that way for me on several occasions.

Thank you, Peter, for teaching and training all of us, whether we knew you or not and at whatever our level of coaching. You made us more professional. You checked on our dress code, wearing a coat and tie yourself into your 80's, and remarking when you saw us whether we passed dress code inspection that day. Why? Because it make us more professional. Thank you.

You made us value being prompt and punctual and on time ("tickey tockey goes the clockey" is reported to be what you said to your swimmers to remind them to be on time). And punctual you were at every event we can remember. In fact, if you were ever late for anything, I hope you were late for St. Peter. We needed every day with you that we had.

You made us more prepared. In the paper and ink era, you filled our Swimming Worlds and Junior Swimmer magazines (which you helped to start and keep going) with the data of names, and times, and events... and... you remembered them too, as your



History of Olympic Swimming shows. You kept us focused on the big picture...not only in USA Swimming, but also and always with World Swimming. You taught us before it became obvious that the swimming world is a flat world, world wide....

You advocated for coach leadership and coach representation and a coach voice at every level of world swimming from local LSCs to FINA...and you led the first FINA Coaches' Commission, not to mention being the first coach of the World Swimming Coaches Assn. Every coach in the world thanks you for that.

On the issues of drugs and "suits" and every other major issue at home and around the world, you taught us that every decision is a political decision and that we needed to learn and be in a position to "do" politics if we wanted to speak up for the "right" issues and to influence decisions regarding them.

Going on and on would be easy. In recent years, you seldom

mentioned your on-deck coaching successes... but we all know how long the list of those accomplishments is... and we know too how much you valued and thought of yourself and called yourself a coach. In remembering you, we will want to celebrate and emulate your on-deck coaching achievements. We have so much to thank you for, Peter.

When our parents pass away, we "step up" as adults into the shoes they have prepared us to fill. Such is our job and our challenge now in the swimming world. Our lasting tribute to you will be to upgrade our coaching, to upgrade our professionalism, and to upgrade our involvement and our commitment to the issues that make our sport better throughout the US and around the world.

Thank you, Peter. May you Rest in Peace. You have earned it.

*Timothy Welsh is the current head coach of the Notre Dame swim team ■*

# “Swimming Mourns the Passing of United States Coaching Legend Peter Daland”

By [Craig Lord, Swimvortex.com](#)

One of the all-time swim coaching legends, Peter Daland, passed away today. He died at 93 having endured Alzheimer's in the past year.

If there be men whose lifelong commitment was worthy of FINA's highest honour, Daland would surely be up the front in the queue.

His place in the pantheon is assured by a treasury of success stories, most notably at the height of occasions when he led the United States 1964 Olympic women's team to triumph with six gold and the 1972 Olympic men's team to victory, Mark Spitz at the helm of a nine-title achievement with his famous seven golds.

Daland played a key role in persuading Spitz to stick with his program and take to his blocks in the 100m freestyle in Munich. He coached a galaxy of stars on a personal level, including John Naber, Dave Wharton, Mike O'Brien, Australia's Murray Rose, Jeff Float, Joe and Mike Bottom, and Bruce and Steve Furniss.

“Coach Peter Daland was, without question, a giant in the sport of swimming. The life he led, the many he positively impacted and the contributions he made are unmatched,” said USA Swimming Executive Director Chuck Wielgus.

“Coach Daland carried himself in a manner that brought respect from everyone he met and for every institution he represented, including USA Swimming. The American swimming family

and the international swimming community have unfortunately lost one of our sport's most iconic figures.”

Jim Wood, former president of USA Swimming, summed up the feelings of many with the following tribute:

“RIP Coach Daland. Great coach. Great friend. And an even better person. Thank you coach from all of your swimming family”

In the USA, Daland is a University of Southern California legend. His coaching career spanned almost a half century.

When Daland, who served a President of the World Swimming Coaches Association, retired from coaching in April 1992 after 35 years at USC, he had 93 NCAA individual and relay titles to his credit. His personal charges won seven gold and two silver medals at the 1976 Olympic Games alone.

With eight NCAA Team Titles to his name and 14 AAU Men's Team Titles to his credit, Daland was the 1962 ASCA “Coach of the Year”, the 1976 National Collegiate & Scholastic Swimming Trophy recipient. and the 1975 recipient of the AAU Swimming Award.

When he was inducted into the International Swimming Hall of Fame, the citation read: “He is the only coach to have won all three major national team championships”, including 2 National AAU Women's (LAAC) crowns.

Daland began in New York City graduating from Swarthmore in 1948 and got his first coaching job at Rose Valley, PA, where he won 8 straight Suburban League titles (1947-55). He founded and was first coach of the Philadelphia Suburban Swim Club and served as an assistant to Bob Kiphuth at Yale before deciding to take Horace Greeley's advice and head west in 1956 as coach of USC and the Los Angeles Athletic Club. In 1958, he returned to Yale with 5 USC Freshmen and won the National AAU Team Title from the New Haven Swim Club.

His place in the International Swimming Hall of Fame was assured a long time ago but his presence there is not confined to a plinth: generations of aquatic achievers who have been recognised include in the shadow of their citations the name Peter Daland among those who recommended them for honour.

## A Towering Contribution

“He looks and sounds more like a tweedy Ivy League philosophy professor,” The Los Angeles Times once wrote, “and he'd just as soon the spotlight never found him.”

Daland was born in New York City on April 12, 1921. Raised in suburban Philadelphia, Daland's father, Eliot, was an aircraft and helicopter engineer. Like father, like son, at 90 Daland the father was still developing a type of hovercraft; at 90 Daland the son was celebrating his birthday in the company of leading figures

and friends in the world swim community and throughout his 80s was still a constant presence at events around the world, one of his roles that of expert and keen observer of events around the world. In his so-called 'retirement', he remained the eyes and ears of USA Swimming.

During World War II, Daland served in the Army Signal Corps. After the war, he studied at Swarthmore College in Pennsylvania. At college, he ran and took part in long jump, while serving as captain of a swim team that he would also coach twice a week. His take on his own athletic prowess in water: "I was not a good swimmer – you have to have a feel for water and what I could do was see who had just that."

After graduating in 1948, he worked for a short while at a medical books publisher and spent his spare time coaching a swimming club not far from Philadelphia. It was from 1950 to 1954 that the passion took off and tipped into excellence learned in the best of company: he was an assistant swimming coach at Yale under Robert J. H. Kiphuth, USA Olympic coach at the 1928, 1932, 1936 and 1948 Games and known as "The Father of land training for swimmers". Kiphuth's "wind sprints" innovation was developed by Australians into interval training.

In 1952, Daland and Kiphuth co-founded Swimming World Magazine. After that grounding, Daland began 16 years of coaching at the Los Angeles Athletic Club in 1956. The U.S.C. job he took was part-time until 1972.

"I saw it as a fascinating thing, college swimming," Daland once told me. "Yale had a great team, terrific kids, fine students. I thought to myself 'This is the world in which I'd like to spend my life'."

USC offered Daland \$600 a year to coach kids in a pool so archaic it was known as "The Dungeon". Done deal. Respect was part of the equation when Daland dealt with his swimmers.

"He saw a very clear line of distinction between the coach and the swimmers," Naber, the four-time Olympic gold medallist of 1976, once told the LA Times. "In fact, a reporter once asked him why his team never threw him in the water after it won a national championship, as other teams did with their coaches, and his response was, 'I wouldn't hear of it.' What this accomplished was, it kept us in great regard for him and it brought the swimmers closer together as a team."

Twenty years on from Munich 1972, in the year of his retirement from college swimming, Daland could be found championing the cause in the The New York Times: "If we can keep

college swimming strong, and if we can keep the age-group program churning out future Olympians, and if we can keep promising youngsters in the sport — if, if, if — the United States will remain the world's strongest swimming nation."

In his "retirement" years, Daland was a WSCA leader and fierce critic of doping and what he saw as the tolerance of it by FINA. In the 1990s, he was to be found arm in arm with other outspoken coaches, swimmers and media as China made a mockery of the sport by tacking off when the GDR had left off. For Daland, that link was heart-felt: he led an American team to victory over the GDR and USSR at a tri-meet in 1971 – and then watched as the world turned on performance-enhancement.

Daland was a man who could persuade, who could make an athlete believe. When Spitz looked set to buckle under the pressure of expectation in Munich in 1972 after a string of gold medals, Daland stepped in. Years later, Daland told me:

"He thought there was a strong chance that he'd lose the 100m [free] to Jerry [Heidenreich, US teammate] and he didn't want a silver to soil a whole lot of gold. Sherm [Chavorn, Spitz's personal coach] told him he'd be seen a 'chicken' if he pulled out. He was still unsure but I told him that he was in the shape of his life, this was his moment, there was nothing he couldn't do and that he'd regret it forever if he didn't honour what he was there to do."

"He didn't look at his best to me. But that wasn't the point. I told him that I'd never seen him looking so good. I told him how great he was and what a golden opportunity he had. He swam it [100m] and he won. That's how you had to talk to Mark sometimes to get him to do what we knew he could do."

Reflecting on his career in a chat we had in 2006, Daland said: "I still feel the losses more than anything. They hurt and they live with you. I never looked back and thought 'wasn't that great'; more its been a case of thinking what we could've done better. The things that grate are the recruits you never got, the kids who should have stood on an Olympic podium but never made the team. I always felt those things badly.

"The coach is there to unlock every possibility in the swimmer. When someone falls short, you fall short with them. Those things are well behind me and nowadays, the thing I love most is to see talent rise up – and the thing that hurts most is the poor governance of world swimming."

His favorite moment in swimming, he recalled as his daughter Leslie's win in the 800 freestyle at the Goodwill Games in Moscow in 1986.

Daland was a gentleman, a swimming scholar, a keen observer, a man full of tales from the road that provided insight to moments we thought we knew about, complete with a reminder to "do the right thing" and "let those who say they run swimming know how we feel about the sport that belongs to us".

There were a couple of occasions on which I had the privilege of spending hours in his company talking over breakfast that spilled into mid-morning coffee. With Daland, it always felt as though the conversation ended too early. He always had another gem up his sleeve. And what he was good at, too, was motivating others to recognise their skills and talents and honour them. He often said:

"Competitive swimming is preparation for life."

Daland was a kind man, too. One of my most-prized possessions is a note Daland wrote in a signed copy of one of his books. I won't repeat it here but it speaks to the simplicity and directness of the messages he wanted to get across for the betterment of swimming and the potential in unlocking the very best in all of us.

The book, his Olympic History of swimming Part 1, was penned with the help of Dr Phil Whitten and two others I have had the privilege of working with, the late Nick Thierry and the late Cecil Colwin, whose last interview with Daland you can read here.

I first became aware of Daland at seven when my father told me about his achievements. I met him in my teens – and I interviewed him several times later in life as a journalist. He was a man who greeted you as if each meeting was just a day after the last time you met.

Daland always maintained: "The best people in the world are in swimming." One of them no longer is though his impact and his memory will live on long into the future.

Daland is survived by his wife, Ingrid, whom he married in 1964; two sons from a previous marriage, George and Roger; a son, Peter Jr., and two daughters, Bonnie and Leslie, from his second marriage. He leaves eight grandchildren.

Condolences to his family from SwimVortex and this author, to whom Daland was a mentor, a friend and a font of wisdom. How we will miss him. ■

*Craig Lord is the editor of Swimvortex.com.*

# Peter Daland, Who Coached Swimming Champions is Dead at 93

By Frank Litsky, New York Times Magazine



Source: <http://cstv.collegesports.com/mt5.2/mt-search.cgi?IncludeBlogs=4&tag=Peter%20Daland&limit=20>

Peter Daland, who moved from Yale to the University of Southern California in the 1950s and became one of the world's most successful swimming coaches, guiding the Trojan men's team to national titles while producing 62 Olympians, died on Monday in Thousand Oaks, Calif. He was 93.

The cause was Alzheimer's disease, U.S.C. said.

Daland coached the Trojans from 1958 to 1992 as they won nine team and 93 individual

titles in the annual National Collegiate Athletic Association championships. Only Mike Peppe, who coached at Ohio State from 1931 to 1963, won more team titles: 11.

Daland's teams produced at least one gold medalist in every Olympics during his tenure; 20 of his teams were unbeaten in dual meets; and he was voted the national coach of the year six times. He also coached the United States Olympic teams for women

in 1964 and men in 1972. When he retired in 1992, his U.S.C. team was still in the top 10 nationally.

In addition, he founded *Swimming World*, which was originally a newsletter and is now the sport's major magazine.

"He was to swimming what John Wooden was to basketball," the former Olympian swimmer Bruce Furniss said in a statement issued by U.S.C., where he was one of four brothers to compete for Daland. "He proved

to be the bridge between the sport's pioneer coaches and today's modern-era coaches."

Daland could look out of place in a sport notable for its sinewy, long-limbed competitors. He was stocky and not very tall, and he often wore a jacket and tie at meets as he paced the sides of steamy pools.

"He looks and sounds more like a tweedy Ivy League philosophy professor," The Los Angeles Times once wrote, "and he'd just as soon the spotlight never found him."

His swimmers — among them other Olympians like Murray Rose, John Naber, Jon Henricks, Roy Saari, Rod Strachan, Mike O'Brien and Jeff Float — became mirrors of their coach: dignified, well dressed, serious about their studies. They called him Coach or Peter, never Pete. Other teams, after winning a championship, might throw their coach in the pool. The Trojans knew better.

Daland was born in New York City on April 12, 1921, and grew up in suburban Philadelphia. His father was an aircraft and helicopter engineer who at 90 was still developing a type of hovercraft.

During World War II, Daland served in the Army Signal Corps. He then studied at Swarthmore College in Pennsylvania, where he was a mediocre athlete whose major achievements came in track and field — a 4-minute-50-second mile and a 20-foot long jump. He was also captain of the swimming team and coached it two days a week, but he said he was not a good swimmer, either.

After graduating in 1948, he worked for a publisher of medical books while coaching a swimming club near Philadelphia. From 1950 to 1954, he was an assistant swimming coach at Yale under the legendary coach Robert J. H. Kiphuth.

Daland moved west in 1956 and began a 16-year stint coaching the Los Angeles Athletic Club team. The U.S.C. job he took was part-time, and he did not care much for his campus office in the mimeograph room of an old gymnasium, or for the outdated pool the Trojans used for practice. It was not until 1972 that the coaching job became full-time.

Daland championed his sport. He bemoaned N.C.A.A. reductions in athletic scholarships, staffs and training programs that led several colleges to drop swimming. In 1992, he wrote in *The New York Times*, "If we can keep college swimming strong, and if we can keep the age-group program churning out future Olympians, and if we can keep promising youngsters in the sport — if, if, if — the United States will remain the world's strongest swimming nation."

In retirement, he conducted swimming clinics and helped organize the World Swimming Coaches Association, which led the fight against drug use in the sport and prompted the International Swimming Federation to send drug-testing teams into China, a major offender.

He is survived by his wife, Ingrid, whom he married in 1964; two sons from a previous marriage, George and Roger; a son, Peter Jr., and two daughters, Bonnie and Leslie, from his second marriage; and eight grandchildren.

Daland was inducted into the International Swimming Hall of Fame, the American Swimming Coaches Association Hall of Fame and the U.S.C. Athletic Hall of Fame. The pool of U.S.C.'s new Uytengsu Aquatics Center bears his name.

Daland was modest about his achievements and said he preferred not to look back.

"I never looked at it like, 'These are all the great things I've done,' " he told *Splash* magazine in 2002. "What you do remember are the grievous losses. That keeps you from thinking too much about the past, because you remember the ones that got away in recruiting. Or ones who didn't make it onto the Olympic team when they should have. Or the team that lost the N.C.A.A. championship when it should have won. Or the bad training you gave to someone that led to a bad result."

He added, "The dissatisfaction from those things fade as things go on, and you get more involved in the present."

*Frank Litsky is the sport columnist for the New York Times.* ■



**WATERPRO™**

**OUTFITTING SWIM TEAMS  
SINCE 1992**

**UNBEATABLE QUALITY,  
PRICES, & PRINTS**

**- COMPETITION  
SWIMWEAR**

**- AQUATIC FITNESS**

**- LIFEGUARD APPAREL**

**- BOARD SHORTS**

**- SWIM CAPS & GOGGLES**

**VISIT US ONLINE AT:  
WWW.WATERPRO-SWIM.COM**

# Pathways to Leadership

## Coach Peter Malone, Profiled

By Coach Annie Stein , ASCA Fellow 2013



### Building the Playground

### Peter Malone

“If you’re not willing to take charge of building your own playground, you’re not going to have any place to play,”

- Coach Peter Kennedy to Peter Malone, 1968

June 28, 2012 – Kansas City, Kansas. Peter Malone watches intently as the last of his Kansas City Blazers protégé compete back to back in the Olympic Trials Finals. Bobby Bollier finishes third in the 200 Butterfly, missing the US Team by less than half a second. Minutes later, Shannon Vreeland's Olympic Dream becomes a reality. She finishes fifth in the 200 Freestyle, qualifying for London. The next morning, Kevin Webster completes his own Olympic Dream, finishing top-16 in the preliminaries and earning a semi-finals swim.

Peter Malone is not a man that looks back. He is constantly moving forward, reaching for the next goal. However, that two-day sequence in Omaha brought cause for reflection. It was a “wow moment.” While thousands of American Coaches spend their entire careers working to get one swimmer into the finals or to even qualify for Olympic Trials, Peter Malone had at least one finalist from 1980 until 2012. Kansas has never been considered a swimming hotbed, yet Peter Malone's Kansas City Blazers produced six Olympians, including three Gold Medalists, and several American Record Holders.

As the Blazer's successes grew, other coaches wanted to know how Peter built a club, in an area not known for swimming talent that consistently placed swimmers in Championship Meet Finals and on National Teams. His response was simple. The successes of his athletes were never about Peter Malone as a coach. His athletes owned their own journeys. Peter saw himself as a facilitator, opening doors for young people to pursue their dreams.

In 2003, Peter Malone was named by USA Swimming as one the 25 most influential people in the organization's history. It was one of the most special honors of Peter's career, and a testament to his dedication to creating opportunities for swimmers nation-wide, just as he had done for his own swimmers in Kansas City.

For years, Peter Malone has championed the stories of his swimmers, content to work in the background, but his own story has never had the spotlight. How do you build a club in the heart of the Mid-West that produces Olympians in three straight Games and become one of the most influential people in the history of American Swimming? That story deserves to be told.

## Beginnings: Introduction to Swimming and Ron Ballatore

Growing up in a large family, the pool was a natural place for Peter Malone and his five siblings (two sisters and three brothers), to spend their days. The Malone children were often dropped off at the pool during the summer months at Highland Meadows Country club while their mother, an avid golfer hit the links. In the winter months, they were granted access to the Toledo Club, one of Toledo, Ohio's most exclusive men's clubs through their Uncle Bill, a Lieutenant Colonel in the United States Army. While stationed overseas, Peter's Uncle assisted in rebuilding Korea following the end of the Korean War. Peter's Father was stricken by polio as a teenager, and swimming was an activity that, relentless in his determination not to live handicapped, he could participate in for exercise.

Days at the downtown Toledo Club sparked Peter, and he was soon engrossed in year-round competitive swimming. However, family priorities dictated that he take complete ownership and responsibility of his extracurricular activity. Peter took public transit to and from practices and worked odd jobs to cover his swimming expenses. School, family, and household chores were all prioritized before swimming. Provided these were all taken care of, swimming was possible if Peter took responsibility for the activity himself. Self-reliance and personal accountability became strong themes in his life; themes that would continue to appear and feature prominently throughout his future career. Peter began developing a belief in the power of sports in the life of young people, using his own experience in swimming as proof.

Through swimming at the Toledo Club, Peter was introduced to Coach Ron Ballatore. Peter and several of his club swimming friends convinced Coach Ballatore that they could form a high school swim team at their school, St. Francis de Sales. Despite the lack of a permanent facility, a team was formed, the very first swim team at the school. The team practiced wherever and whenever they could, which at times meant late hours and odd locations. Despite the challenges, under Coach Ballatore's tutelage, the St. Francis team became an Ohio high school powerhouse, capturing the Ohio High School State Championships in Peter's senior year.

As an athlete, Peter began noticing issues facing the swimming community in Toledo, in particular the lack of facilities and the control local private clubs had over the opportunities for young people to swim year round. If you were not a member of one of Toledo's exclusive men's clubs or country clubs, opportunities to swim year-round were few.

By the completion of his junior year at St. Francis de Sales, Peter had become independent, and began to take even more responsibility for his future. Coach Ballatore gave him his first coaching job: working with the summer team at Lincolnshire Country Club and doing “grunt work”, keeping the pool in tip-top shape. While he was not paid to coach, Peter used the opportunity to observe Coach Ballatore both on and off the pool deck.

Throughout his senior year of high school, Peter continued to work for Coach Ballatore, in the pool as an athlete, and out of the pool at Lincolnshire Country Club. He gained increased responsibility relatively quickly, taking complete control of the summer team, while continuing with the tasks that allowed Coach Ballatore to focus on coaching his newly established club team Lesser Toledo Aquatic Club. Coach Ballatore had started his own year round club team after being let go at the Toledo Club. The club name “Lesser Toledo” was a not so subtle poke at the exclusive men's clubs in town, often referred to as “Greater Toledo”.

Working for Coach Ballatore, Peter continued to learn about taking responsibility for his own destiny and program. However, he also began to see his mentor run into problems. While Ron Ballatore was a tremendous on deck coach, and dedicated to his athletes, Peter watched his mentor struggle to manage the business side and parent dynamic of his program. Coach Ballatore could be abrasive, and did not have the business savvy to form alliances. Even though Coach Ballatore's opinions and ideas were often right, Peter watched him shove his message down the throats of parents and other important entities. This ultimately led to Coach Ballatore's exit from Toledo, as he was asked to leave before the start of the 1967-1968 school year. Though an outstanding on-deck coach, Coach Ballatore was in constant conflict with the club parents, and was unable

to manage or resolve those differences. This was a major lesson in leadership development for Peter, stressing the importance of managing off-deck responsibilities.

### Early Coaching Years 1967 - 1975

Coach Peter Kennedy entered in 1967 as the new Head Coach at St. Francis de Sales and the Toledo Club. A former swimmer under the great Bob Kiphuth at Yale and assistant coach under Peter Daland at USC, Kennedy was intensely focused as a coach, businessman, and educator, and believed strongly in presenting a professional image. Along with their on-deck coaching responsibilities, Kennedy and Malone worked tirelessly to build a permanent aquatic facility at St. Francis de Sales. While working to get the pool built at St. Francis, Coach Kennedy told Peter, "If you're not willing to take charge of building your own playground, you're not going to have any place to play," a sentiment that reinforced Peter's already strong belief in accountability and self-reliance.

The combination of Coach Ballatore's out of the pool struggles in Toledo and Coach Kennedy's business acumen highlighted the importance of involvement off the pool deck. Peter learned these lessons well. When approaching bankers and local businesses for support in the St. Francis pool project, credibility was paramount. It was important that Peter maintained a professional image and that he had done his homework. Presenting as an authority and being the most prepared person in any situation was key, particularly as a young man in his early twenties.

In 1968, Peter was still coaching for free as an assistant at St. Francis de Sales, and for minimal wages at what was now known as Greater Toledo Aquatic Club (GTAC). He worked three additional jobs: working as a janitor, a bar back, and at a local grocery store, putting himself through college at the University of Toledo, and once again demonstrating his strong sense of personal accountability. Peter's primary income came from the grocery store, and during the summer months, his work with summer club teams (first, the summer team at Lincolnshire Country Club, and later at the Inverness Club, where he would run the summer aquatics program from 1970 -

1974). Graduating in six years with a degree in financial management and supplementing with a degree in education with teaching credentials, Peter figured he would teach and coach, as was the norm for coaches at the time. He became the very first male teacher at the local all-girls private school in Toledo. However, despite collecting only minimal coaching pay until 1971, the Greater Toledo Aquatic Club was taking up increasing amounts of Peter's time and energy. He was running the age group program, as well as assisting Peter Kennedy with both the High School Team and Senior Team. By 1973, Peter realized that it was impossible to devote the necessary time and energy to teaching and coaching simultaneously.

GTAC was thriving, qualifying their first swimmer for the Pan American Games Team in 1971, and Peter was quickly developing a reputation as a stellar coach on the pool deck. When Peter Kennedy eventually moved on that same year, former world record holder and Indiana University Hoosier Ted Stickles assumed the Head Coaching job at St. Francis de Sales and Greater Toledo Aquatic Club. With Stickles' arrival, Peter assumed more authority over the club program. Though Stickles was Head Coach in name, he had little interest in working with the club team, and served as more of a figurehead. This allowed Peter to garner more power, working with both the age group and senior programs, and continue to learn and develop as a leader. Stickles left for the Head Coaching position at Louisiana State University for the 1972-1973 school year, and Peter was offered the vacated head high school coaching position. However, feeling unable to commit to teaching, coaching club, and coaching high school at his desired level, he turned the offer down. He then quit his teaching job to devote more time to the Greater Toledo Aquatic Club.

There was immediate tension between Peter and the new high school coach at St. Francis de Sales. His swimmers were torn between two coaches at the same facility. The new facility at St. Francis de Sales, completed for the 1970 - 1971 school year, housed both the high school team and Greater Toledo Aquatic Club. While Ted Stickles had wanted Peter to continue assisting with the High School Team, the new coach did not, which upset many of the swimmers. The

increasingly challenging situation was a roadblock in Peter's ability to control the destiny of his own program.

GTAC continued to improve, and by 1975 had become the second most successful team in the state of Ohio, second only to the national powerhouse Cincinnati Pepsi Marlins. However, working in a difficult environment, Peter began to look around for a new opportunity. Opportunity knocked in the spring of 1975, with the chance to start a new team in Kansas City, Kansas.

### Getting Involved: 1968 - 1975

During his years coaching in Toledo, Peter was surrounded with influential leaders not only in swimming, but the whole of amateur sports. Through Ted Stickles, Peter spent time with Doc Councilman, sending quite a few of his own swimmers to the University of Indiana. He also got to know Ohio State Buckeyes football coach Woody Hayes, the best friend of GTAC's board president. Interacting with Coach Hayes, Peter picked up on the great success of football coaches in determining the destiny of their own sport. The coaches were governing and controlling the direction of football. Peter felt was that lacking in swimming, a sport still largely controlled by volunteers, with little coach involvement. While football's Coach-Leaders were building their own playground, Swim Coaches, Peter felt, were still playing on someone else's.

Perhaps most influential were two neighborhood friends, Joe Scalzo and Dick Torio, who at the time were officers at the National Amateur Athletic Union. At their urging, Peter began attending AAU meetings in 1968. Scalzo and Torio encouraged him to become involved in AAU politics, starting in water polo. Though Peter was not passionate about water polo, it was an easy sport to become politically involved. He began attending the AAU convention in 1969, and by age 21 was the Vice President of the AAU in Northwest Ohio. Once his voice was established, it was an easy, natural transition from water polo to swimming committees. By the passing of the Amateur Sports Act in 1978 and subsequent separation from the AAU/birth of USA Swimming in 1979, Peter was firmly entrenched as a leader in the swimming world.

# TEAM SPONSORSHIP

## TAKE YOUR TEAM TO THE NEXT LEVEL

### **Customized Team Suits, Warm Ups, Shirts, Caps, and Bags**

Unify your team with customized gear

### **Championship Swimwear Packages**

Provides swimmers with discounted prices on our top racing suits – all US Junior National and US National meet qualifiers get a free backpack and tech suit

### **Free Coach Shirts And Warm Up Jackets**

Helps coaches stay cool and comfortable during meets and on the pool deck

### **Team Banners**

Receive a customized team banner to hang at meets or the team's home pool

*For more information, please visit: [FINISinc.com](http://FINISinc.com)*



BECOME AN EVEN  
**BETTER** Coach! Visit:



# ONLINE EDUCATION

**ASCA  
VIDEO  
Exclusives**

## New Talks from the 2014 World Clinic

Each Video is Eligible for  
Continuing Education Credit Units!

- |                 |                       |
|-----------------|-----------------------|
| » Arvel McElroy | » John Leonard        |
| » Bill Boomer   | » Jon Urbanek         |
| » Chris Plumb   | » Kirk Grand          |
| » Dale Porter   | » Mark Onstott        |
| » Dave Krotiak  | » Matt Kredich        |
| » David Durden  | » McGee Moody         |
| » David Marsh   | » Mike Bottom         |
| » David Salo    | » Dr. Monika Schloder |
| » Don Heidary   | » Paul Yetter         |
| » Don Swartz    | » Sergio Lopez        |
| » Doug Ingram   | » Steve Bultman       |
| » George Block  | » Steve Haufler       |
| » Gregg Troy    | » Teri McKeever       |
| » Jim Montrella | » Terry Ganley        |

**Starting at \$15.00!** (Per Clinic Talk)

Log on to [SwimmingCoach.org](http://SwimmingCoach.org) now to discover ASCA's rapidly growing collection of online videos, certification courses, presentations, and resources bring the experts right to you.



### Local Impact: 1975 - 1982

In the spring of 1975, Peter left Toledo, the city he had lived his entire life to become the Head Coach of the newly formed Kansas City Blazers, a job he had previously turned down 2 or 3 times before finally accepting. He interviewed for the job for a final time during the 1975 Spring Nationals in Cincinnati. After driving his team to the meet, he flew to Kansas City, interviewing over night, and returning in time for afternoon workout the following day. While the pool opportunities in Kansas City were spartan, there was great conversation. Interestingly enough it wasn't the swimming people who ultimately convinced Peter to come on board, but the school board and Johnson County Parks and Recreation Department. They presented an incredibly enticing picture of multiple entities working together to provide kids with the opportunity to pursue their dreams. It was a quite literal opportunity for Peter to build and maintain his own playground, with full support from local governance. Peter accepted the job and then went home and informed his wife they would be moving to Kansas.

When Peter arrived in Kansas City in 1975, he encountered immediate challenges. The Missouri Valley LSC had won the bid to host the 1975 Summer National Championships, however, the Kansas City Pool scheduled to host the Meet did not meet national specifications. Rather than lose the Meet, and prestige that came with it, the Meet was moved to a facility in Wyandotte County that had two side by side 50 meter pools, but no parking lots. It was surrounded by hillside. The LSC planned to take the hillside out, and build parking lots, under the premise that the Meet would make enough money to pay off the development project, and swimming in the area, specifically Wyandotte Swim Club, would be the beneficiary of the upgraded facility. In reality, the construction put them in a \$250,000 hole that Missouri Valley Swimming was expected to pay off by 1980, a short five year time frame.

In challenge number two, Peter found his new locale to be myopically focused, concerned first and foremost with the vast summer league swimming programs. A big draw to host the Summer Nationals was to strengthen their summer league teams. National level swimming was an afterthought. In

contrast, Peter had a National vision. Upon signing his contract with the Blazers, Peter negotiated that the club would pay for him to continue attendance at both the annual AAU convention and Nationals, regardless of whether he had any athletes eligible to compete. He felt that it was extremely important he attend these events in order to keep at the forefront of what was going on both politically and athletically in the sport, as he built the Kansas City Blazers program and opened up new dreams.

“...He felt coaches needed to set the direction of their sport in order to give their athletes the best opportunity to reach for their dreams.”

The third challenge Peter initially encountered was a Missouri Valley LSC Leadership dominated by volunteers. Peter found that the majority of coaches in the area had little to do or no interest in determining the direction or destiny of their sport, and were exclusively concerned with their personal coaching responsibilities. Peter immediately immersed himself in changing attitudes. He felt coaches needed to set the direction of their sport in order to give their athletes the best opportunity to reach for their dreams. As Coach Kennedy had told Peter in 1968, “If you're not willing to take charge of building your own playground, you're not going to have any place to play,”

Initially, Peter encountered resistance. Despite his experience in AAU politics, he was a newcomer, and coaches and volunteers were less than excited to hear what he had to say about what had long been the status quo. In their minds, he was coming in from big Ohio Swimming, (at the time a swimming Mecca and national power,) to tell them what to do and how to do it. Just 25 years old, Peter's age also presented an obstacle, as older, more seasoned coaches and volunteers were put off by the young and opinionated newcomer.

However, Peter's business school classes came in handy. He was extremely conscious of

marketing his ideas rather than dictating as he had observed Coach Ballatore struggle with years before. He studied his environment, understanding that different constituents from different areas would have different values and desires. The needs of coaches and clubs in the more rural areas were entirely different to those of coaches in the more metropolitan areas. His professionalism, preparedness, and consistent thought for the athletes first eventually softened resistance, which ultimately led to an improved situation for the entire LSC.

There were several issues that Peter sought to address right off the bat: the running of swim meets, the relationship between year round and summer swimming, and support for national level competition. At the time, swim meets in the Missouri Valley LSC were run essentially for profit only. Peter challenged the LSC to set-up meets based on what would provide the most opportunity for the swimmers rather than making money. Of particular concern was the Missouri Valley Championship Meet. At the time, the Meet was limited to “A” Swimmer only, of which there weren't very many. The meet was both small (maybe 100 kids), and not particularly competitive beyond a few superstars. The majority of the swimmers in the LSC did not have a championship meet in which they were qualified to compete.

Peter steered the Missouri Valley Championship Meet away from A, B, C time standards, pushing for a Division I/ Division II format that would both ensure two competitive meets that would succeed financially and allow a larger number of swimmers to gain championship experience. Initially, the Blazers were a smaller team, and it would have been easy for Peter to keep the Championship Meet as is in order to compete with the larger clubs. However, sighting the bigger picture, he insisted on

changes, trusting in his athletes to rise to the new standard. Peter's national vision, insistence on taking responsibility, and desire for coaches to control the destiny of the sport resulted in a win/win situation for the entire LSC, despite initial inconvenience for his own program.

The tension between local summer leagues and high school swimming and year round swimming was a more complicated issue. The local summer leagues utilized the rules used by the High School programs. Summer swimming was a vehicle to become a better high school swimmer, and in some cases, even vice versa. Summer league practices would begin just after Christmas to prepare for the season. By rule, swimmers competing for a summer league team and/or a high school could not simultaneously swim for a year round club team.

Rather than look at the summer league system as an adversary, Peter tried to figure out how it could be an asset to year round club swimming. Meticulously studying his environment, Peter found summer swimming to be a vital part of Kansas City's sports culture. Summer league swimming had, and continues to have a rich tradition. Kansas City Blazers alum Bobby Bollier, for example, a future All-American at Stanford continued to compete for a summer league team all the way through his senior year in high school in 2008, an Olympic year. That summer, Bollier finaled in two events and swam 100 % lifetime best times at the United States Olympic Trials, the only high school male to earn a top-8 finish.

Working with the summer leagues and high schools, Peter was relentless in trying to change the rules to allow athletes to continue swimming with their clubs while also competing for a summer team or high school team. It was a long, hard process that, while not perfect in its conclusion, created a situation better than what Peter encountered upon his arrival in 1975. Swimmers were able to compete in the summer months for their summer AAU team, as well as their year-round USA team, using a closed league system that fell within USA Swimming rules. Missouri Valley began offering summer clubs year-round USA Swimming club memberships at a reduced rate, only charging what was paid directly to USA Swimming, with the idea being that inclusion

**“...Rather than look at the summer league system as an adversary, Peter tried to figure out how it could be an asset to year round club swimming. Meticulously studying his environment, Peter found summer swimming to be a vital part of Kansas City's sports culture. “**

would create a better situation for the two entities to work together rather than against one another. Peter effectively opened the vision of the local summer programs, while simultaneously enlarging the playground for all swimmers in the area, a win/win for everyone involved, especially the athletes. Peter's vision became national when Missouri Valley was the first LSC in the United States to include summer programs in this manner.

When Peter arrived, the Missouri Valley LSC had been virtually non-existent on a national level. There was very little support for athletes or coaches with the desire to compete beyond a local or regional level. In order to provide support for swimming at a higher level and assist in paying off the debt from the 1975 summer nationals, Peter proposed a change in the allocation of meet fees for swim meets. A \$5.00 entry fee, separate from the event fees was established. A percentage would go towards paying off the debt, 5% would go towards sending Missouri Valley representatives to the annual AAU convention, and 10% would go towards a national travel fund, aiding and supporting swimmers who qualified for national level competition. Missouri Valley was one of the first LSC's to implement the separate entry fee at their meets, a practice which is now common nationwide. While bringing more, (often disagreeing), voices to the AAU Convention was not necessarily in Peter's personal best interest, again thinking big picture, he found it was more important that the area have a larger presence and voice nationally.

As a leader at the forefront of governance in the Missouri Valley LSC and Region VIII, Peter was selected as part of the task force handling the formation of USA Swimming Zones in 1982. The zone concept was formed out of the necessity to have leadership representation from all geographic regions

of the country. Eight zone directors would be named (2 from each of the 4 zones). Each zone would have one layman and one coach representative as their zone directors, a concept born out of the battle to engage more coaches in USA Swimming's leadership, a concept Peter endorsed whole heartedly. Always a proponent of self-reliance, Peter believed that the zones should have autonomy to govern themselves as much as possible. Once the structure was in place, it was the responsibility of each Zone, and its LSC members to determine how they would function, based upon their demographics. Once the framework was in place, Peter was named Central Zone Director, along with Audrey Birklid from Minnesota in 1982, his first official national leadership position with USA Swimming.

### **Developing a Program: Kansas City Blazers**

On the pool deck, Peter was surprised to find upon his arrival, in 1975, a group of high level senior swimmers were waiting for him, ready to train. Attracted by his reputation at Greater Toledo Aquatic Club, swimmers ranging from regional to national level had switched clubs to join the evolving Kansas City Blazers.

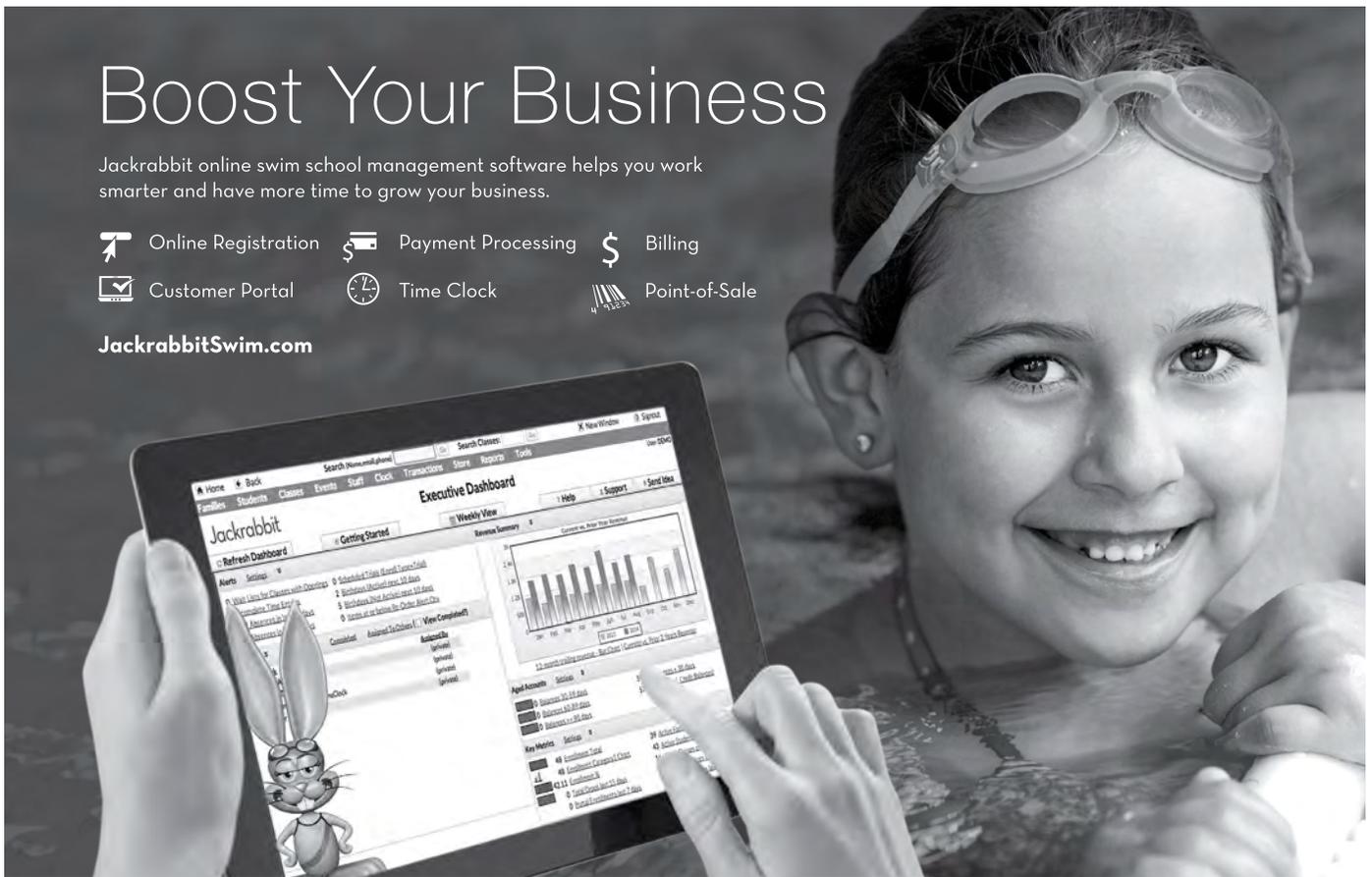
Though he never considered himself to be a “coaching genius,” Peter was good at maximizing his resources and while often known for his old school approach to training, he was extremely creative in finding ways to facilitate his athlete's success. When designing a dryland program for his senior swimmers, Peter looked to disgruntled gym teachers. At the time, physical education programs were being redesigned, with more and more introduction of activities such as square dancing and group parachute play, and less good old fashioned exercise. With many teachers frustrated with the changes, Peter sensed an opportunity, bringing the

# Boost Your Business

Jackrabbit online swim school management software helps you work smarter and have more time to grow your business.



JackrabbitSwim.com



teachers in to run his dry land program. He gave the teachers one simple directive, “send them to me sweaty.” Before long, the teachers had set up circuit stations, and as promised, the kids came back to the pool sweaty; a win for the swimmers and teachers alike.

Peter continued throughout his career to seek out and surround his athletes with the brightest professionals in their fields. He did not feel the need to be “the guy” in every aspect, rather he was the conductor of his orchestra. He brought sports psychologists, nutritionists, personal trainers, and coaches of other sports in order to provide his athletes with as much opportunity as possible. In the lead up to the 1996 Olympic Trials and Olympic Games, Catherine Fox spent two years, from 1994 to 1996 training with a national level gymnastics program in order to help with her agility, flexibility, and overall athleticism. Always interested in finding ways to maximize his resources, Peter observed gymnasts train following the 1988 Olympics. He immediately recognized the benefit it could bring to his athletes. Catherine’s swim training was amended to accommodate her gymnastics training and vice versa. She went on to win two Gold Medals at the 1996 Olympics

as a member of both the 400 Freestyle and 400 Medley Relays.

Peter viewed every swimming group at the Kansas City Blazers as equally important. When out of town for governance purposes, he had hourly employees run practices for his senior elite group rather than move one of his higher level age group coaches. It was too important for his age group swimmers to have the complete attention of their coaches. Additionally, it helped to build a strong sense of accountability and self-reliance amongst his senior level swimmers, a trait that was highly important in their success as athletes, and in Peter’s ability to balance his on-deck duties while accepting the challenge of working at the forefront of USA Swimming’s leadership.

Under Peter’s leadership, the Kansas City Blazers quickly rose to prominence both locally and nationally. Despite small numbers in the first 10 years (the Blazers were one of the biggest clubs in the country by Peter’s retirement in 2010); the Blazers captured the Missouri Valley LSC Championship in 1978, beginning a period of unprecedented dominance. Since their 1978 title, the Blazers have won at least one championship (winter or summer) every

year (up to the date of publishing). Likewise, since 1978, the Blazers have been dominant at the Region VIII Sectional Championships, with their limited defeats coming at the hands of the University of Missouri college team, and several top-notch programs from the Ozark LSC. The Blazers have had a top-8 finalist at every United States Olympic Trials since 1980.

Preparation for the 1984 Olympic Trials and Games proved to be a water-shed moment in Peter’s career that would forever alter his perspective on coaching and leadership. Kansas City Blazer Debbie Risen was expected to challenge for a spot on the American Olympic Team in both the 100 and 200 Backstrokes. In preparation for the Trials, Peter and Debbie planned for her to graduate from high school a semester early, in the winter of 1983, in order to devote the spring and summer to training without distraction. However, Debbie shared with Peter that she planned to enroll early in January of 1984 at the University of Texas, where she would be swimming for the Longhorns and Coach Richard Quick. Peter was distraught, imploring Debbie to delay her college plans until the following fall, after the Olympics. He was convinced changing her training so

close to the Olympic Trials was a mistake. Debbie would not relent, finally telling him, “Pete, this is not your swimming.” She enrolled at Texas, and went on to a prolific NCAA career, capturing multiple individual titles and All-American citations. She did not, however, make the 1984 Olympic Team, finishing 3rd at the trials in both the 100 and 200 backstrokes. At the Games, her time from the trials would have been good enough to earn medals. Peter came out of that experience determined to mold self-reliant athletes. Debbie was right, it was not his swimming. He was the facilitator to help his athletes achieve their dreams, Olympic Gold, college admission, and personal excellence.

### National Impact: 1983 - 2010

Peter’s growing role in USA Swimming’s leadership allowed his athletes plenty of opportunity to develop more and more self reliance. While still serving as Central Zone Director (a position he held from 1982 – 1986 and again from 1991 – 1995), Peter transitioned into the role that ultimately defined his impact on the sport of swimming. Peter worked with Murray Stephens and Jim Wood on the Time Standards Committee, before taking over as Time Standards Chairman when Jim Wood stepped down as 1983. Time standards are the driving force in swimming. They set bench marks for athletes and determine the competitive level of meets. Peter was focused on taking subjectivity out of the time standards equation, looking as he always did for governance and control. He used formulas to determine the exact standards based upon the level and size of competition desired. This would create frustration in his swimmers when annual standards would come out faster than the year prior. More than anything, he wanted the United States to maintain dominance in international swimming, and if that meant one of his swimmers lost a national cut they previously had, they would simply work harder to make the new standard. He had the utmost confidence in his athletes to do just that. Peter imparted on both his swimmers and USA Swimming alike that time standards were designed as stepping stones, or benchmarks, rather than ending points. Obtaining a time standard was not an end in itself, but rather an invitation to compete at the next level.

Peter did not even consider qualifying for the Olympic Team to be a reward. Once

at the Olympics, there was still a job to be done. The swimmers selected for the Olympic Team were representing not only themselves, but their country, their home clubs, and all of the swimmers in the United States with Olympic dreams.

In 2012, Kansas City Blazer Shannon Vreeland made the United States Olympic

“... Peter was able to more effectively lead and harmoniously work with a range of people. As a result, he played a highly valuable role within the American Swim Coaches Association.”

Team as a member of the 4 x 200 meter freestyle relay, placing 5th at the Olympic Trials. Though Peter had retired 2 years earlier and was not in attendance at the Meet, he received a phone call from his former swimmer saying, “Coach, I just want you to know that I’ve already started training for London. I practiced with the open water kids today.” Shannon still had the 100 Freestyle to swim later in the meet, but with less chance of qualifying in that event, she told Peter, “I have a job to do, to be ready for London.” Shannon Vreeland went on to win a gold medal in London. Swimming a lifetime best in the preliminary heats, she earned a spot on the finals squad that captured gold. This businesslike approach was a trademark of Peter’s swimmers. It was no coincidence that each of the Kansas City Blazers Olympians, Nadia Krüger, Mark Dean, Janie Wagstaff, Catherine Fox, Scott Goldblatt, and Shannon Vreeland improved on their qualifying swims and those competing individually all earned second swims at the Games (be it top-16 or top-8). Fox, Wagstaff, Goldblatt, and Vreeland all earned medals, including 5 golds. Peter’s business-like approach and grander vision were contagious and easily identified in the attitude and approach of his athletes.

Managing the time commitments of his national responsibilities with USA Swimming and obvious success on the pool deck, Peter continued to lead the Missouri Valley LSC. Serving as Missouri Valley Swimming Time Standards Chairman and Scheduling

Chairman, amongst other various roles, Peter continued to do everything in his power to lead Missouri Valley swimming forward. He pushed local time standards faster, as he had done with the national standards, in hopes of bringing the level of the LSC up on the national scene, promoting standards for swimmers to rise up to. Leading up to the 2004 Olympic Trials, he insisted on

running the Region VIII Spring Sectionals as a long course meet in the 2003 and 2004 (and later 2007 and 2008), giving swimmers as many opportunities as possible to secure Olympic Trials qualifying times. He worked to determine the Missouri Valley LSC’s master schedule eighteen months in advance, in order to allow teams ample planning time as they planned their year. Many found this particular plan to be overkill, and upon Peter’s retirement, the LSC made a switch back to a later bid process. They immediately found the change to create chaos, and the following year went back to planning well in advance, as Peter had always recommended.

Nationally, Peter’s role as Time Standards Chairman fed into additional leadership roles and responsibilities in swimming’s political landscape. He was part of USA Swimming’s Olympic International Division beginning in 1984, all the way up until 2010, the US National Rules Committee from 1985 – 1990, and the US National Steering Committee (a subset of the Olympic International Division in charge of overseeing all national team affairs) from 1992 – 2010. As the US Senior Development Committee Chairman from 2004 – 2010 (a continuation of his role as Time Standards Chairman, as the Time Standards Committee was rolled into the Senior Development Committee as a part of USA Swimming’s structural reorganization), Peter continued to lead and guide USA Swimming all the way up to his retirement.

---

## Adapting to the Challenge

As a coach, Peter strived to prepare his athletes for “what is.” Between the start of his time in Kansas City in 1975 and retirement in 2010, the United States Olympic Trials expanded from a four day to an eight day meet. This required changes in training, and preparation of the racing culture. Peter planned fastidiously, as he always did, mapping out everything for each of his athletes down to the optimum number of desired racing days each year. Adaptability was just as important for his athletes. This meant finding ways to succeed under any circumstances.

In 1988, Kansas City Blazer Mark Dean qualified for the United States Olympic Team headed to Seoul, South Korea. The team camp happened to coincide with the Blazers preparation for the 1988 Missouri Valley LSC Championship meet. Peter sent Mark to the camp on his own, confident in his ability to adapt to the environment and new coaches. Mark called him during camp, informing Peter that he was one of the only coaches not in attendance. Peter replied that Mark knew what he needed to do. He imparted on his athletes that he wanted them to be as good of a coach as he was, and when they were able to do that, they had their best shot at peak performance. He would not be getting in the water to swim for them. He had athletes to prepare for the LSC Championships and a club to run. He was also spending a good deal of time raising money to ensure Mark’s family would make it to watch him compete in Seoul. Mark would be more than fine without him in camp. He was in fact fine, finishing 9th in the 200 Meter Butterfly, swimming a personal best. Peter stressed his belief in personal accountability and self-reliance, and his athlete responded.

Politically, while known as highly opinionated and passionate, Peter was also eager to understand other’s views. He always did his homework and always knew the facts. He could be swayed in another direction when encountered with valid, substantiated argument. When outvoted, his full support was immediately behind whichever idea was voted upon.

When tasked to determine the ideal size for the 2012 United States Olympic Trials, Peter was of the belief that it should be a smaller, elite meet to ensure ideal conditions

for top athletes competing to make the team. However, others on the task force felt the meet should be larger, creating energy and the most exciting meet in United States Swimming, with the hope that younger participants and spectators would catch the Olympic bug, fostering USA Swimming’s next generation of stars. Each was a valid, though opposing argument.

At the time, USA Swimming had created a separate meet for 2009 World Championship Team qualifications. There was the Nationals/US Open Meet in August, and then a World Championship Trials Meet; a small, elite meet with highly stringent time standards held in early July. Without the typical number of swimmers, both meets lacked energy, particularly during the preliminary sessions.

After a combination of observing both meets, and doing his homework, Peter’s stance on the size of Olympic Trials shifted, realizing that more swimmers were needed to achieve the excitement and energy levels worthy of the fastest, most important American meet of each quadrennial. While by many accounts, the 2012 Olympic Trials was probably too large, the entire process exemplified Peter’s willingness to do his due diligence, adapt in his opinions and work with others to achieve the greater good.

Through his work year in and year out with USA Swimming, Peter continued to maximize his resources by developing long standing, trusting relationships with many of the volunteers throughout the sport. He viewed laymen as an asset, and took responsibility to educate them about the wet side of the sport, while seeking to understand their needs and intentions. In doing so, Peter was able to more effectively lead and harmoniously work with a range of people. As a result, he played a highly valuable role within the American Swim Coaches Association. A member of the ASCA Board of Directors from 1991 – 1994 and 1995 – 2006, and the Vice President from 1998 – 2001, Peter often served as a conduit between the coaches of ASCA and volunteers/staff at USA Swimming. He was effectively able to juggle multiple hats, filling in wherever needed, and working alongside coaches, volunteers, and staff alike. It was a valuable role in the years prior to the creation of USA Swimming’s Technical Vice President Position.

## Political Contention: 1996 - 2000

Until the lead up to the 2000 Olympics, Peter’s role as National Time Standards Chairman was relatively smooth sailing. There were the standard arguments regarding the size of meets. However, they paled in comparison to the political challenge that would mark Peter’s tenure between 1996 and 2004. The 1992 and 1996 United States Olympic Trials were held in the spring, several months prior to the Olympic Games. Although this was highly successful, when determining the date for the 2000 Trials, a case was made for a later Meet. While an early Meet increased Olympic preparation time, a later Meet allowed for the selection of a Team which was competing at the highest level at the right time. College coaches were particularly adamant about moving the Trials closer to the Olympic Games. They felt college swimmers, particularly men, were at a disadvantage. Conference Meets, NCAA Championships, and Olympic Trials were all packed closely together, creating a difficult situation for swimmers and coaches to navigate.

Peter, recognizing that international swimming was becoming more competitive, was firm in his belief that it was in American Swimming’s best interest to select their Team early. In the midst of political battle, Richard Quick and Mark Schubert were astute, gathering prominent club coaches and framing the argument for a later Olympic Trials to focus on the young swimmers that could potentially qualify for the Meet between March and July rather than waiting another four years. For Peter, this was a non-issue, as he was fully committed to long range planning. When his own swimmer, Shannon Vreeland just missed Olympic Trials qualifying times in four or five events (each by no more than a half second), he used the 2008 US Open as her Olympic Trials, and began preparations for 2012. However, the group supporting a later Olympic Team selection grew to include age group coaches who were not as patient in regards to long term planning. While National Team Director Dennis Pursley personally felt that earlier Selection produced ideal results, he politically chose to back the group of power coaches pushing for the later Meet. While at the time Peter did not feel it was necessarily the best decision, he was confident that the

intent was to produce the best American Olympic Team possible, and put his full support behind the new plan.

Simultaneously, governance was engaged in debate regarding the lack of representation of young swimmers at the elite levels of American Swimming. It was argued that part of the problem was the structure of the Junior Nationals Meets. At the time, Junior Nationals was divided into three venues, Juniors West, Northeast, and Southeast. Peter was in charge of determining time standards for the meets, an arduous process, as there were multiple moving parts to take into consideration including numbers, demographics of different regions of the country, and competitive quality. Swimmers could not swim events at Junior Nationals in which they already qualified for the Senior National Meet. Most coaches (i.e. more than 50%) did not feel they could get their swimmers to nationals, and as a result, sold Juniors as a national level meet their swimmers could realistically aspire to. In that sense, Peter agreed that there was an issue, but was wary of restructuring the Meet in a way that would relegate the 3000 swimmers competing at the Junior Level to “local” competition.

In 2000, Mark Schubert and Richard Quick brought a proposal to the floor that would condense the Junior Nationals back into one meet, with no upper limit time standard. Peter was opposed to the proposal, apprehensive about the elimination of such a large number of swimmers. Schubert and Quick felt that it would be “survival of the fittest,” something that Peter acknowledged might be true in California or on the East Coast, but that in smaller, less competitive areas of the country, swimmers would simply move to a different sport. He was concerned that the new format would create a ladder that swimmers and coaches would find too steep to realistically climb. While Peter did not feel that the current three meet format was killing the development of young American Swimmers, if the vote went in the opposite direction, he was determined to make the new format a winner.

Peter argued his point vociferously with the Steering Committee, Olympic International Organizational Committee, and Senior Committee, but USA Swimming ultimately voted to consolidate Junior Nationals into one meet beginning in 2001. Peter, again,

was responsible for creating the new time standards. In order to make the meet as successful as possible, without displacing a large chunk of swimmers, Peter created new time standards for the Senior National Championships, including the introduction of 18 & Under Qualifying standards. He set time standards in order to include approximately 1200 – 1500 swimmers in each meet, hoping to provide as much opportunity as possible for swimmers to reach toward their personal dreams.

### Managing Responsibilities

Peter’s extensive leadership role, both within the Missouri Valley LSC, and nationally, with USA Swimming took time away from the pool deck. However, he made it clear to his athletes that his leadership commitment was vital in creating the best opportunities for them in the long run. Ultimately, it all came back to Peter Kennedy’s words when he was a young coach in Toledo. “If you’re not willing to take charge of building your own playground, you’re not going to have any place to play.” He felt that he had no right to ask for his athletes to fully commit to their dreams if he was not willing to do the same.

With demands on his time coming from several different directions (coaching, running the Kansas City Blazers, and extensive governance leadership roles), Peter’s life was regimented and planning was paramount. His day would begin with a wake up often as early as 3:00 AM. Practices were written a week or two in advance. Though he did not always follow each workout exactly as written, creating a plan was key and Peter stayed at the pool after morning practice until the workouts he intended to write were complete. As his children entered grade school, he rushed home and dropped them off for school, often spending time sitting in the car finishing workouts. Once in his home office, Peter’s USA Swimming Leadership role was the first priority. Understanding that he was working primarily with volunteers who handled their USA Swimming business either at the beginning or end of their day, Peter made himself available at the time in which it would be convenient for them. The middle of the day was dedicated to running the Kansas City Blazers, making sure to keep time in the evening for working with Blazers volunteers (again, understanding that was the time that would be most convenient for them). Following evening practice, Peter

returned home to finish any USA Swimming business and return phone calls (sometimes which numbered as many as 40 in an evening), usually finishing and getting to bed around midnight. He was a workaholic, working long hours until the days tasks were complete. Peter’s work ethic was necessary in order to effectively balance multiple responsibilities. The ultimate preparation that was so important in Peter’s ability to lead was achieved through relentless work and sacrificed personal time.

### Accolades and Retirement

Peter was the recipient of many accolades throughout his career, including coaching positions on multiple national teams, status as an advisory coach on the 1988, 1992, 1996, and 2004 Olympic Teams, and induction into the American Swimming Coaches Association Hall of Fame in 2009. However, there are two honors that stuck out as the most special and humbling of his life. The first was the USA Swimming Award he received in 2001. The USA Swimming Award honors contributions to the sport of swimming as a whole. Peter is one of very few coaches to have received the award, a testament to his tireless commitment to creating the best environment possible and giving American swimmers the greatest opportunity to succeed. The second was his inclusion in USA Swimming Executive Director Chuck Weilgus’s published list of 25 most influential people in the history of USA Swimming. He was also included in a similar list published of the most influential people in Kansas City Sports. Listed amongst college coaches, and professional executives, the honor was proof positive of the opportunities he had helped create and an affirmation of his vision when he got into coaching the first place; to use swimming as a vehicle to change the lives of young people.

Peter Malone retired from professional swim coaching in 2010, sighting the desire to commit his time to his family, which now included grandchildren. Since his retirement, the Kansas City Blazers have continued to dominate the Missouri Valley LSC, and maintain a strong national presence, building upon the framework created by Peter’s 35 years as Leader. ■

*Annie Stein is a part of the 2013 ASCA Fellows class.*

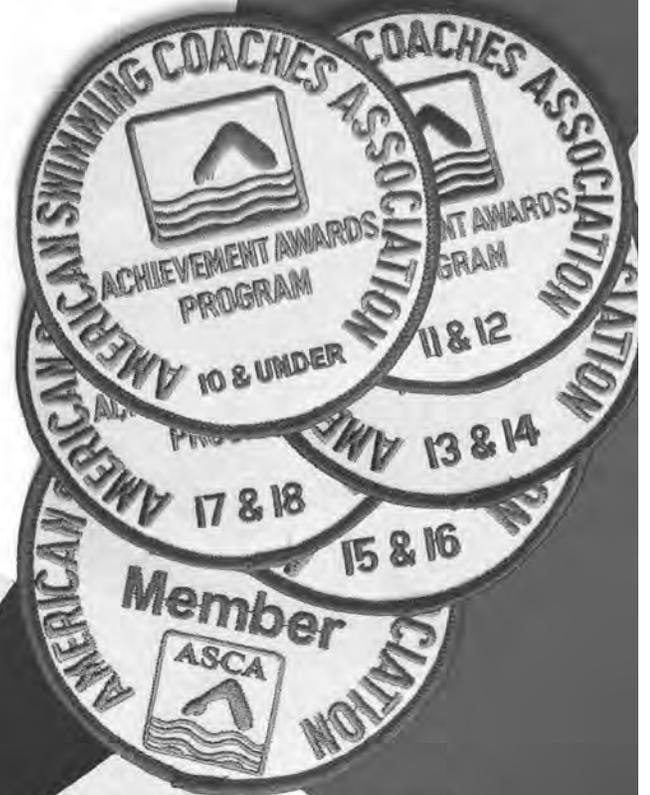
# ACHIEVEMENTS ARE IMPORTANT.



## Achievement Awards Patch Program

Help Your Athletes Display Their Achievements

This nationally recognized patch program is based on the National Age Group Motivational Time Standards (B-AAAA), available on the web at [www.SwimmingCoach.org](http://www.SwimmingCoach.org).



- **Chevrons (1" x 4") - \$1.00 ea.**  
*Available by stroke and time level, or best time: Freestyle, Backstroke, Breaststroke, Butterfly, IM.*
- **Age Group Emblems (4") - \$3.00 ea.**  
*Available in ages 10&U, 11&12, 13&14, 15&16, 17&18.*
- **Carabiners - \$3.00 ea.**
- **Team Record Patch - \$5.00 ea.**
- **Team Record Pins - \$1.25 ea.**

CONTACT ASCA TO  
ORDER NOW!

1 (800) 356-2722



American Swimming Coaches Association  
5101 NW 21st Ave, Suite 530, Ft. Lauderdale, FL 33309  
1 (800) 356-2722 • (954) 563-4930 • Fax: (954) 563-9813



# PARAGON™ DECK EQUIPMENT

## GRIFF'S GUARDING SOLUTIONS

Griff's Guard Stations are designed to provide maximum viewing and increased lifeguard effectiveness, supporting Tom Griffith's Five Minute Scanning Strategy. Dual access assures that swimmers are covered during shift changes. Our new stations are versatile, easy to move and assemble quickly.

### GRIFF'S VISION GUARD STATION™

- Patent Pending Design
- Minimum Footprint Maximum Impact
- Lighter, Less Costly, and Ships Flat
- 3 Heights Available



### ALL TERRAIN GRIFF'S GUARD STATION™

- Most Versatile Guard Chair Ever
- Super Portable - Tip and Roll With Ease Over Any Terrain
- Front and Back Guard Access

Ph: 845.463.7200 • Fax: 845.463.7291 • [WWW.PENTAIRCOMMERCIAL.COM](http://WWW.PENTAIRCOMMERCIAL.COM)

Councilman Memorial Lecture 2012

# A Lifetime of LESSONS LEARNED

By: Bill Sweetenham, presented at the 2012 ASCA World Clinic

Introduction by Tim Welsh

The Councilman Lecture Series: Thanks Doc, you were a great teacher. We continue to love your legacy.

Our speaker tonight, 30 years younger than Dr. Councilman, but still a man in the tradition and a coach who admires hard work, who admires achieving success through hard work. Wherever Coach Sweetenham goes, hard work follows and so do result. He has been speaking to us here at the ASCA World Clinic since 1987. That is a 25-year period over which he has continued to come back to the World Clinic to teach us things we need to know about our sport. He told me I could lie as much as I wanted, but these are not lies, these are true things. Like Dr. Councilman, he is a great teacher and he teaches all over the world. Let me share with you some of the topics that he has spoken to us about. He has spoken about distance swimming; he has spoken about young distance swimmers; he has spoken about winning workouts; about un-complicating skills and un-complicating coaching—not to make them easy, to make them un-complicated. He has talked about the psychology of a workout; he has talked about changing and challenging sport and culture. His website says, he has a lecture called caterpillar to butterfly. All of these lectures are available from the ASCA website for \$0.99 each. For \$11.88, when he finishes his twelfth lecture tonight, you can get one heck of an education in coaching swimming. If you look at these titles, what's

common about these titles is that they challenge the status quo: do better, do more, work hard, work harder than that, achieve more, overcome obstacles, achieve success. They're all in the same theme and they're all built on great organization, great effort, great drive, all leading to great success.

I will give you some of his numbers as well: 3, 5, 7, 9, 9, 2003. 3 is the number of countries for which he has been the head Olympic coach: his own Australia, of course, Hong Kong, and most recently—through the 2008 Olympic Games—he was a head coach in Great Britain.

- 5: He has been to 5 Olympic Games as a head coach.
- 7: he has been to ASCA 7 times in 25 years.
- 9 is a number of World Championships for which he has been the head coach.
- 9 is also the number of the world record holders he has coached.
- In 2003 his own book Championship Swim Training came out. It is about championship training and championship preparation and championship excellence.

So, coach, for your years of service and education and teaching, we might say, as you say in your country, “Good on you, Coach.” Welcome back to ASCA.

[Sweetenham begins]

Firstly, I thank Tim for those kind words. Also I thank John Leonard and ASCA for the invite to come here and talk to you guys. I hope that I can honor with my delivery the memory of Doc Counsilman. As a young coach I grew up reading and seeking Doc out for input and learning and transferring his great experience through to my own coaching. Also I congratulate United States on a great Olympic Games, and the tremendous set of results that everybody from the United States should feel extremely proud of. I sat in on a debate with coaches in Savannah recently at a conference; and the debate was: who is the greatest swimmer of all time. There were many nominations; but for me, unquestionably, not only the greatest swimmer of all time but the greatest athlete of all time, has to be Michael Phelps. I don't think it can be questioned, but there were many other views put forward in the debate and I just can't see how anyone can debate this subject. But Tracy Caulkins, Ian Thorpe... many came up. But the winning partnership between Michael and Bob Bowman is one

that we should all learn from, and we should strive to achieve winning partnerships with our athletes as we move forward. It's not always easy; it's a tension filled situation.

So, guys, I'm going to start my lecture. I grew up in the country part of Australia, a place called Mount Isa, out in the boonies; and it had a hole similar in the ground to the Grand Canyon: it was a mining industry. I grew up in poverty, I grew up in mining, and it was a tough environment. I knew what I wanted to do and where I wanted to go very quickly in life, and I pursued that dream. Growing up in poverty didn't allow me to seek the education that I needed to coach. So I took Mount Isa to #3 team in the country, in Australia, from the Outback. I was appointed to coach in Brisbane. But I soon realized that my education wasn't what I wanted, and wasn't what I needed, to move forward in coaching.

Last year, I hadn't told anyone, but last year the story was told by a retiring dean of the University in Queensland. He was asked who was the best student he ever failed.

Much to the delight of many of my friends, he came up with the name Bill Sweetenham. When I first moved to Brisbane, one of my friends—who had more funding than I did—was going to university. So I asked if I could come to university one day with him, when he came down from Mount Isa to live in Brisbane. And I went to university with him, and I soon realized that no one checked at the door: whether you were registered or whether you weren't, there were no checks on whether you were enrolled or not enrolled, and the professors delivering the lectures didn't seem to care.

Three years later, I done full course hours in psychology, biology—I don't know why—and physiology. I'd been smart enough not to sit the annual exams, but brave enough on the final year to make an appointment with the professor to see what could happen. I made the appointment to go and see him. I walked in, and he said, "Bill, I know who you are. I know you're not enrolled, and no, you can't sit the exam." So I didn't get to warm-the-chair-up very much; he answered all my questions without me asking any. But he said:



## Your Special Skills can earn you more than medals

*Stroke towards* a US Visa, Greencard, or Citizenship.  
**Bratter & Krieger** can assist you with your immigration dreams.

From world record holders like Arkady Vyatchanin to multi time Olympians like Andreina Pinto and Octavio Alesi, Bratter Krieger has developed successful immigration strategies for countless world class athletes.

 <p><b>Arkady Vyatchanin</b> Russian 3 Time Olympian and Double Bronze Medalist.</p>	 <p><b>Andreina Pinto</b> Venezuelan Olympic Finalist, National Record Holder and Pan-Am Champion.</p>	 <p><b>Shaune &amp; Brett Fraser</b> Olympians and National Record Holders.</p>	 <p><b>Octavio Alesi</b> Venezuelan Olympic Medalist Ranked 14<sup>th</sup> in the World</p>
---	---	---	---

**Bratter & Krieger** Attorneys at Law

Call for a Free Consultation with an Immigration Attorney

Call: +1 (305) 674-8472 or visit: [www.bklawgroup.com/swimming](http://www.bklawgroup.com/swimming)

The hiring of an attorney is an important decision that should not be based solely upon advertisements. Before you decide, ask us to send you free written information



# BE FIRST

## SWIM BETTER FASTER SMARTER

VISIT: [FITTERANDFASTER.COM](http://FITTERANDFASTER.COM)  
SWIM CLINICS & DVDS

### SWIM LIKE A CHAMPION 5 DVD SET

The Competitive Advantage  
"The best swimming DVD series made"  
- SwimSwam.com

CALL 786-837-6880 FOR CLINIC INFO



[FITTERANDFASTER.COM/DVD](http://FITTERANDFASTER.COM/DVD)

Photo Credit: Domeyko Photography



Photo of Bill Sweetenham.

Source: [dailymail.co.uk/sport/othersports/article-479609/Tough-guy-Sweetenham-heads-home.html](http://dailymail.co.uk/sport/othersports/article-479609/Tough-guy-Sweetenham-heads-home.html)

“Look, if you're willing to wait a week after everybody else has sat the exams, I will let you sit the exams, give you a mark, and then realize that you're not enrolled and have to fail you.” Which is what happened. I was fortunate enough to top all three courses, and he gave me great advice. He said, “Bill, the reason that you topped the courses is that you came to university to learn; everybody else came to pass.” I'm sure that helped me.

Anyway three years later, I still didn't have the education that I wanted and I had to look for a free ride. So there's a thing called a Churchill Scholarship, which would allow me to study in the United States for one year with some significant support in terms of funding. I went and applied. There were five levels of entry; you have to go 5 through different levels; and the last level, you have to do a synopsis of how this was going to help Australian people—which I spent a lot of time on. I went to the interview; there were five people on the panel and the chair of the panel was the professor. Who said, “Bill, great to see you again. You don't need your synopsis; I know who you are, I know how you study. You've got your Churchill Scholarship.” I came to United States and spent a year working with Nort Thornton and Eddie Reese, and Don Gambril and George Haines; which was a tremendous opportunity for me to develop as a coach and as a character and as a person. And I find it difficult today to see coaches who aren't willing to do that, and they expect experience and education to be delivered

to their home computer without going out and getting their hands dirty. So, my advice is: go and find what you don't know. Know what you know, know what you don't know, and then find someone who knows what you don't know and get close to them so they can help you.

A lifetime of lessons learned. I'm going to take you through a quick journey of how my life evolved and how my education as a coach moved forward. Juan Fangio, great Formula 1 driver: “Never believe you are the best, but always believe you can be the best.”

(And I suggest the buzzer is not working [to advance the slides]. The idiot-proof system is no match for the system-proof idiot. [laughter] My wife always says that behind my name in brackets should be the words computer virus—I can usually bugger-up systems pretty quickly. It's not me, thank god.)

The reason I wore a bow tie tonight is [because] the first time I met Doc, he had a bow tie on. So I thought I'd honor his presence by wearing a bow tie. I've spent the last two hours looking in the mirror, trying to tie it accurately. My wife's out looking at the Grand Canyon and wasn't here to do it for me. (And I have to find something to fill-in time while we try to get the slides organized).

Coaches, when you have someone like Doc to set standards for you and an education process that's going to take you through experience and knowledge, take the opportunity to learn from absolutely the

best people that are around you. When I finished with British Swimming, I went home to Australia with the intent of retiring. I'd been in a very good business—with 17 swim schools in Australia and 3 childcare centers and a couple of gyms—which we sold; and the need for work and self-funding were removed. So I went home and decided that I'd go into retirement and have a nice time in retirement. And my wife took me to see a movie called *Atonement*: three-and-a-half hours of the most boring film that was ever screened. After thirty minutes of *Atonement*, I realized that the movies and retirement were not for me. I went outside, told my wife I'd be outside and in three hours when the movie finishes I'll be having a coffee (or two or three or four). While I was out there I thought when was the last movie that I went to see at the theater, and it came up that 27 years ago I went to see Bette Midler in *The Rose*. I've decided that in 27 more years I will go and see another film. So that'll give me something to work on.

Anyway what happened was while I sitting there thinking about why I don't like movies and retirement is not a good thing, I thought: what do I want to do? So there was a travel agent just down the road, so I went and asked the girl—the travel agent—to Google the ten-fastest roller coaster rides in the world. And then I booked an around-the-world ticket stopping at those destinations, so that I could do the ten fastest roller coaster rides in the world. [It] confirmed in my children's mind that I was loopy. I thought, well, I've got a make that a tax deduction. So then I looked at the locations, and I said I want to visit ten visionary leaders at those locations. So I did an around-the-world tour. (Mic alright? And just as I started this long story. [laughter] I was trying to stretch it out.) So away, the end of the story was I did the ten fastest roller coaster rides in the world, I visited ten visionary leaders, and it was a tremendous opportunity—I can't wait to do it again. It was fantastic, and it certainly beats movies and certainly beats retirement. So the journey begins.

(I can put a mic in both hands, you hear me double—that's a nightmare for ya.)

Great coaches, I believe, have to be great teachers. If you can't teach, chances are you can't coach. My passion in life is teaching, it is not coaching and it is not swimming. My passion is teaching.

---

A family affair. This [on screen] is a young family that I first taught to swim in Mount Isa. Excellence in life produces excellence in sport. If you think the other way, then it will be very difficult for you. Excellence in life has its opportunity to present excellence in sport; excellence in sport very rarely delivers excellence in life. That was a young family that I taught to swim: three Rhodes Scholars in that family; the father of that family, Kevin Rosengreen, was Father of the Year for Australia. A tremendous family. And you can see in the background a set of pulleys and weights there. That pool was built totally out of equipment from Mount Isa Mines that I stole. Everything had "MIM" on it; I told them it was "Made in Mexico". The whole pool—ended up with a roof over it, a good heating plant that was stolen from a boiler at Mount Isa Mines—it still sits there; it's still in existence in Mount Isa Mines. I build it without any knowledge of building a facility. If there is ever a nuclear war, it will be a great place to go and hide: it will never move, that pool.

Needs create desires, and desires create motives; motives create drives, which create behaviors and create winning. You have to understand that and you have to have winning from the beginning. You teach winning at a very early age. You have to teach winning at a very young age, and you have to teach self-belief. So, teaching swimming is not enough.

In the water there, the guy in the left is myself—you can see I haven't aged at all, still look very similar. This was teaching in Mount Isa. And I challenge all coaches and all teachers: you have to make a choice. You have to have quality learn-to-swim. You can either teach swimming, which is a very nice safety device prevents drowning and is very good and worthwhile. Or, if you're in high-performance, you can produce swimmers. Make a choice: teach swimming or produce swimmers. They are very different things.

Quality teaching, quality self-belief from the very young age.

## When you teach, always ask three questions:

1. Did the child have fun?
2. Did they learn something new?
3. Do they want to come back?

**“There is no right way or wrong way, success is conviction to your way.”**

If the answer to two of those three is right, then you've done a pretty good job. If you got one out of three right, chances are you've done a pretty lousy job. So, quality teaching from the beginning: we taught children to swim from face-in-the-water to 50-meters-legally-approved-swimming in six weeks; they learned every afternoon.

Sell the product and the brand name. Make sure your brand name is superior to any of your opposition. Invincible in attitude and superior in skill. The six Ps: plan, prepare, present, perform, produce and produce again. Rehearse and research: always look for a new method and a new way of doing things.

That [slide] was my first team. You can see the pool now has a roof over it, also stolen from Mount Isa Mines. The reason it was stolen from Mount Isa Mines: when I taught in Mount Isa, one of the families I taught were the Rafter family, of tennis fame. Dad was the chief accountant at Mount Isa Mines. I did accountancy as a young person, as a penalty from my father; the day I passed my accountancy exams, I resigned, and I've never done it since. I found accountancy to be very unchallenging and boring. And built a pretty good swim team that went on to do a great job.

Julie breaks a record: 40%-60% of all plans can change and you must be flexible. Talent is the most precious commodity, in respect of personal growth. There's no such thing as an untalented athlete or an untalented person: everybody has talent. Honor and respect character and attitude. Everyone has talent; there is no such thing as untalented. This little girl [Julie] was in the Guinness Book of Records at 4 years-of-age, swimming a 200 [individual] medley, legally approved. Athletes have one life, coaches have many. You have to make sure you get it right for the young, talented athlete. Appreciate every moment and every person. That's in honor

of the athletes that I coached who didn't make it through—accidents took them.

Those two people you can see there are both in the Guinness Book of Records at 4 years old swimming a 200 medley. Within a month of that photograph being taken, both were taken by fire in their homes in separate accidents. I learnt then, and made a decision, that every young person that I taught I would honor and respect their talent, and would have a commitment to develop their full potential, because some people don't get the opportunity to take their talent forward. Those two people were very special to me, and they I drive my coaching and teaching forward every day. People say, Bill's hard ass. Well, the reason I'm a hard ass is because I see talent taken away like that, where it's not allowed to grow to full-term; and then I see people who waste talent. I have no tolerance for people who waste talent: coaches or swimmers—it's too precious.

Build invincible teams with superior skills: Make sure that when you go to a meet, coaches can look at your swimmers and say: "I bet that's a Bill Sweetenham swimmer," because they have superior skills and superior attitude.

Convert nerves into excitement: It has to be taught at a young age. Make sure you teach the athlete to have emotional energy in the back-end of Finals, in preference to the front-half of Heats [Prelims]. That's the biggest fault in Olympic success: athletes use emotional energy in the front-half of the Heats instead of the back-half of the Final. It has to be taught young; it can't be taught later in life.

Judge and evaluate performance as a coach by the development improvement and achievement of the least-talented swimmer in your team. Don't judge by the most-talented athlete in the team; chances are they would have swam well regardless of whether you were the coach or not. The journey-in-process must have an outcome and a reward.

We hear everybody talk about process, and some people just get totally wrapped-up in the process and forget the outcome. Creates failure and it created failure for many teams at this Olympics, because they worked in the now and didn't appreciate that the outcome has to be there and be honored as well.

Support and recognize performance; criticize and redirect the fault. My role as a coach is to make the journey as difficult and as challenging as possible, but to ensure the athlete reaches the end. I don't want the athlete's journey to be easy and soft; that's a recipe for failure and it hurts the athlete at the final hurdle. If you've done everything for them... I go to see coaches and programs where the coach fills a drink bottle: I cannot get away from that program quick enough, I want to run from the program. Coaches wiping bums, blowing noses, filling drink bottles: it's a recipe for failure. Make the athlete independent, make them stand on their own two feet, and make them make decisions.

There is no right way or wrong way, success is conviction to your way. Individual sports have to build teams. Vern Gambetta gave me a skill; he said: Skills, rank them S1 to S10; Fitness, F1 to F10; and Attitude, A1 to A10. Ask your athletes to measure and self-appraise where they fit. Are their skills, S1 to S10, their fitness, F1 to F10, and their attitude, A1 to A10. Have them rank themselves where they sit.

Composed, flawless, unemotional, clinical and precision-based execution in Heats provides success in Finals. Mistakes made in Heats usually results in failure in Finals.

If you look at that photo in the top-right-hand corner, the short guy in the back with the scruffy hair is one of the world's leading coaches today: it's Michael Bohl—who arguably is probably the best coach in Australia. I was able to coach Michael for a long period of time as a young athlete and he went on to be a great coach. In the middle of the field, you'll find a string of girls there, behind the first two rows. All of those girls made it on to the National Team; they were all national-level swimmers. Great team.

Participation groups develop focus squads, and focus squads develop delivery teams. You have to build groups into squads and squads into delivery teams. Develop a “winning is the only considered option”

culture. Make sure your athletes have self-pride through vivid visualization: they see themselves as winners and they respect themselves as winners. (Once again that was one of the great teams that I worked with as a young coach.)

### 3 AT, 2 BELOW, 1 ABOVE:

- 3 at: My philosophy has always been: enter the athlete in three competitions at their level of competence. And they have an open mind then because they're running in the top three, where you can coach the person and direct the skills. So coach the person, train the event, and redirect the skills.
- 2 below, where it's easy to win, but ask the athlete to make mistakes: go out too hard/too easy and learn by making mistakes.
- 1 above: is where you put the athlete in an unwinnable situation and ask them to win, but you don't tell them how to do it. You say, you decide and you work out how you are going to win the event. I'm not going to help you and I'm not going to tell you, but the facts are you've got to make the Final and you've got to get onto the podium and you rank-16 in the meet. Work out how you're going to get there, and don't come to me for help. But when they do it, whatever they do, you put your arm around them, or you pat them on the back, and say: “That's great. You did a great job, Fantastic.” You prepare them to go into battle against unbeatable odds and feel good about that challenge.

Every athlete is an experience of one; no two are the same. (You can see this is way back in the early days.) All of those athletes are athletes I coached. We individualize their starting skills. We allow them to experiment and practice different starting positions. Educate and apply the ability that each athlete has the ability to chase, they have the ability to fight when they get level, and they have the ability to lead and take the lead, and then they have the ability to defend that lead and then win. If you don't teach that at young age, you can't be taught it later on in life.

You have to have a continuous campaign and performance audit every six months. Always have skill perfection ahead of skill

acquisition. Don't try to learn another skill if you haven't perfected the skill that was last taught. Too many people have a tool kit of half-taught skills.

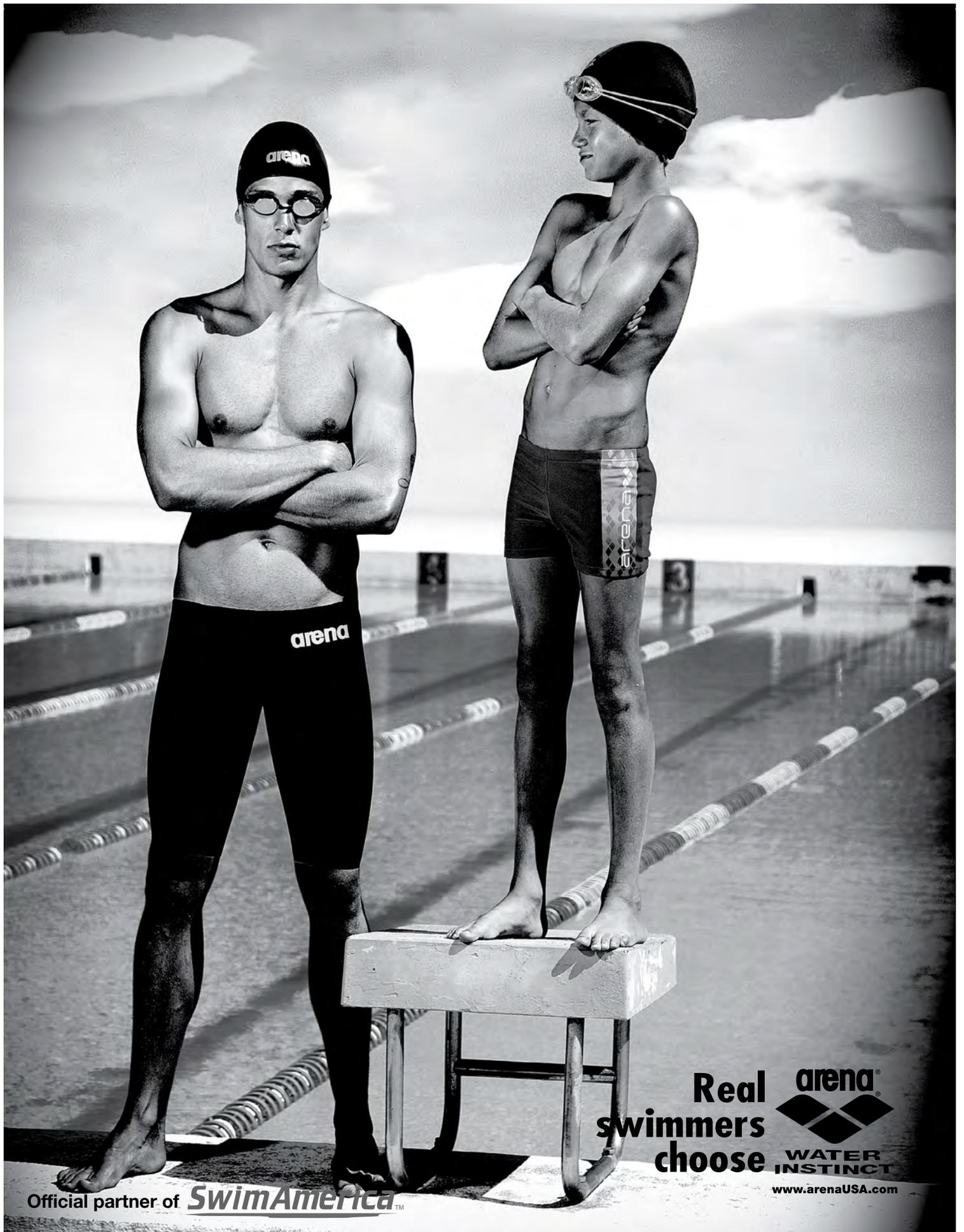
Growth of the team. The team must grow ahead of the highest-achieving athlete. If you have a great athlete, you must make sure your team growth is in advance of your highest-achieving athlete. Champion athletes are not normal nor are they average, and you should never expect them to be normal or average. I asked Don Gambriel, great American coach, great world coach, for some advice once. He said: Love the girls and challenge the boys. He was correct. Have great training partners; and these training partners will enhance potential, share success and dilute the lows.

Make sure you prepare and perform above the facility you compete and training in. The better the facility, the higher the expectation of performance. If you're Welsh Rugby—and I do a lot of work with Welsh Rugby—they have to train above the level of the stadium they're going to compete in. If you're a British swimmer, you should have expected to perform above the level of the facility that was built for the Olympics. That should be the mandate of your preparation.

Great training partners enhance potential. The girl on the right is Wickham; the girl on the left is Monique Rodahl. Monique was a world-class 400 IM swimmer and 200 backstroke swimmer, and she was the training partner with Tracey Wickham. She swam exceptionally well also.

Winning partnerships. This is the key ingredient for world-level success. The coach observes what the athlete cannot see, and the athlete feels what the coach can't. So you have to have a partnership. The athlete's trust in the coach and the coach's unconditional faith in the athlete, creates winning partnerships. If you don't have that, you can't succeed.

The first Olympics I went to was 1976. I finished the Olympics in a shock wave. And I asked myself what were the Olympics about, and it was very obvious. The Olympics are about the presence of abnormal and the absence of normal; there is nothing normal about the Olympics. The facts are: the Olympic event is asking the athletes to deliver a well-rehearsed, normal performance in an extraordinary point in time at an exceptional situation. It's not about asking for an exceptional performance; it has to be



Official partner of **SwimAmerica**™

**Real swimmers choose**



**WATER INSTINCT**

[www.arenaUSA.com](http://www.arenaUSA.com)

**“Whether its your personal error or someone else’s, you pay the price. Whether it is your winning the point of difference or someone else’s the team must share the credit.”**

**-Michael Schumacher**

a normal, well-rehearsed performance. If we watch—and I don’t know whether the coach is here—but it was very easy to see that Missy Franklin, over the Grand Prix in America, practiced and rehearsed the 30-minute time interval that she was going to have to deliver at the Olympics between winning two gold medals. It didn’t happen by chance or luck; it happened because of strategy and preparation.

Performing under pressure does not exist for winners—there is no such thing as performing under pressure. The strategy is to remove pressure; take pressure away and make sure you’ve got good coping strategies. (Girl on the right there is Ajuni Singh from Singapore, who was the training partner for Michelle Ford. Both great world-level athletes. Rather than have Michelle Ford and Tracey train together, we had training partners for them and only put them together infrequently.)

Coaches. Coaching is accelerating rate of change; being able to have accelerated rate of change as a coach. The greatest tool that you have as a coach is to ensure that you can learn faster than your opposition—that’s what coaching is about: learning faster than your opposition. If you can do that, then what will happen is you’ll have a rate-of-change that can happen faster than your opposition. Training is from the neck down, and coaching is from the neck up. So avoid strategies of applying the same training protocols to genetically-gifted athletes to less-gifted athletes; that will kill athletes very quickly.

Attack versus defend attitude. You’ve got to have an athlete and teach them the ability to attack, rather than defend. Compromise

is the cancer of achievement. If it’s done in training, it can be done in competition, and in any conditions. If you have an athlete ranked 7th-14th obviously their challenge to make it through to the Final is much more difficult [than] if you have an athlete ranked 1st-4th.

If you want to predict Olympic performances, it’s very easy—and totally reliable. Look at the average ranking of each athlete on the team, and then do an average of the athletes on the team and see where they sit in the world stage and you will know what your outcome is. America went into these Olympics with twelve #1-ranked athletes. They were always going to be the #1 team, because the average ranking was 5th—they’re within three to four rankings of what their team objective was. Other countries went in, some countries went in hoping to be 3rd or 4th of the Olympics and the average ranking of their team was between 16th and 18th; never a chance, was never going to happen. 70% of your team have to be within two rankings of what your desired outcome from a team performances is.

Make sure you can deliver Heats, Semifinals, and Final; and make sure that your athletes own the finish. It must be practiced at training and rehearsed on a daily basis.

Males and females are extremely different. While I was in London I worked with a guy called Vincent Walsh who was the lead professor of brain research in the United Kingdom, and next week I will work with John Medina who is the lead brain research professor in United States. And they will tell you very clearly that men and women very, very different in how they adjust and how they adapt and how you have to coach

them. So, make sure that you understand the difference.

Superior skills, invincible attitude, and winning teams. Eyes, ears and physical: make sure you observe, you listen, and you watch. Talent is genetic, skills are taught. Skills are taught, learned, rehearsed and coached. You can be the least-talented swimmer, but you can be the best-skilled. Skills are not genetic; skills are taught, rehearsed and researched—it’s about coaching.

“Whether it is your personal error or someone else’s, you pay the price. Whether it is your winning the point of difference or someone else’s, the team must share the credit.” Does anyone recognize that quote? It was given to me by Michael Schumacher; a very important quote.

Physical, mental and emotional stress are exactly the same stress on the body. The recovery from emotional, physical, and mental stress is exactly the same. People think that physical stress is the only one that requires recovery. In every lecture I hear about recovery, they talk about the physical recovery: it is the least important. The most important recovery is mental and emotional.

Employ the 70% rule: look like a champion as well as being a champion. (10 out of these 12 athletes were medalists, and we did not count heat swims in relays.)

My advantage in preparing athletes is that I knew, and know, poverty and adversity. Long-term athlete development programs should be long-term attitude development programs. More important.

Make sure that you have world-class coaching and performance in all aspects hourly/daily/weekly in preference to club-level coaching and performance. We see at the Olympics coaches: come-in from different countries and continue to try to deliver club-level coaching on the international stage. And failure is guaranteed. It’s the coaches that go to the Olympics and take back and deliver international coaching on an hourly/daily basis at a club-level that are the winning coaches.

Appreciate the heart and mind of the athlete, and applaud the sponsor. Have great knowledge of the product. Gather your forces and harness your strengths, if you want to win against the tide.

Be a champion; look like a champion.

---

Important quote: “Character will always have talent, but talent doesn't always have character”. I spent several hours with Gregg Troy today and we talked about this. If you had to choose between talent and character, always pick character. You can upgrade talent with skill, but you can't upgrade character.

In adversity it's better to be hungry and poor, rather than comfortable and complacent. Train the best with the best for 12 weeks annually. Make sure you have intense training, head-to-head 12 weeks annually. Have an open mind and applaud loyalty.

(One of the girls that came out and trained with me in Canberra, was a girl named Annemarie Verstappen, world champion in the 200 freestyle.)

Learn from your great athletes. It's about doing in the training pool what you hope to do in competition. But once the athlete has done it in competition, take that and put it back in the training pool. Very important. Once your athlete has won at the World-level, take that competition performance and put it back into the training pool.

I know Noemi Zaharia lives in United States now, and Noemi came out and trained with me—tremendous athlete, 400m gold medalists and a World champion (if you're hear Noemi, hi and it would be great to see you again). And Jens-Peter Berndt, who was an East German athlete who defected and Mark Schubert sent him out to train at the AIS. So it was interesting to have that situation.

Make sure you surround yourself with good and best people. Good is not enough; best is not enough. You have to have the best people around you, and they have to be good people.

The rules of coaching and training: progressive overload, specificity of stimulus, variation and flexibility, and repeatable excellence—that's what coaching is about. Everyday progressive overload; overload what you've done before. Make sure specificity of stimulus relative to what you want in competition. Have variation and flexibility. And anything that's done in the excellent category, repeat it.

It's about committed conviction to frequency of exposure. Better to train 10 times a week and do less, than 6 times a week and do a lot. The more often you

“...Coaching will always be an art; and the addition of critical sport science is only valued, and certainly most valuable, when it makes the coach a better artist.”

have frequency of exposure to perfection, the greater your athlete will perform. Uncompromised attitude and skill execution in-preference to volume.

Complete technical knowledge is a given today. Anything you want to know technically, you push a button on a computer and you've got the answer. Why do we teach kids mathematics these days? Waste of time; it's not required, they can do it on a computer or a calculator. Totally useless to the athlete, to the student. Why math still exists in schools, I don't know. Why spelling? Our education system hasn't moved forward; hopefully our coaching will.

Coach the person, train the event, develop and redirect the skills. It's not about 10,000 hours; it's about individual intent for consistent, optimal performance. It might take 10,000 hours, but that's not what it's about. It's coming to the training pool everyday, or the training environment, with the intent to learn and to learn faster than your opposition.

Fully-integrated, multidimensional programs: The guy on the pool deck, there, is a guy called David Pyne. This was the early days of sport science at the AIS. We used to call him Lactate Larry. David would take lactates on lampposts, grandstands, spectators that happen to be standing around, grandmothers who had come to watch their kids swim, anyone at all. He was lactate-happy. We learned a lot through that process, and we wasted a lot.

Coaching will always be an art; and the addition of critical sport science is only valued, and certainly most valuable, when it makes the coach a better artist. Employ the person and the character, develop and build the skills. Never employ the skills and try to develop the character. Employ the person; develop the skills. Surround yourself with best and good people.

Does today really matter? (The guy on the left, is a guy called Judge Ellicott: the best politician we had in Australia that I've ever met. And the guy on the right was the assistant coach with a coach I work with, Bill Nelson.) Visionary leadership is a lonely journey. You cannot live a perfect day without doing something for somebody who will never say thank you. I owe the politician on the left a great thank you: while everybody waffled-around in Australia talking about building sports facilities; this guy wasn't the Minister for Sport, he was the Minister for Territories. He said, “Bill, we're going to build the facility.” And work started the very next day. No government approval, he just went ahead and did it, and faced the consequences afterwards. Everybody that plays sport in Australia owes the man on the left a deal of gratitude.

Systems are boundary fences. Systems do not produce results. Every government agency I work with, and I see, they talk systems. Systems are boundary fences to herd cattle. Winning partnerships, people, create success. Performance models and people deliver; boundary fences and systems have never produced anything and will never produce anything in the near future.

If you want to fail in anything that you do in life, form a committee. If you want to create failure, form a committee. Guaranteed: self-interest, consensus, waffle. Nothing works with committees.

No room for comfort zones... complacency while plateauing. Take risks, dare to be different, take the un-trodden path. When is the last time that you did something for the first time? Guys, ask yourself that question.

(Doc Counsilman: this was 1976. I was working with him—you can see I haven't aged at all—I'm the one on the right.) I asked Doc for some advice. He said: “Bill, know what you know, know what you don't know,



**Colorado  
TIME SYSTEMS®**

TIMING

SCORING

DISPLAYS

THE LEADER IN COMPLETE AQUATIC SOLUTIONS  
**SINCE 1972**



+1.970.667.1000

[WWW.COLORADOTIME.COM](http://WWW.COLORADOTIME.COM)

800.279.0111

**MAKING TIME COUNT**

©2012 COLORADO TIME SYSTEMS

## A Lifetime of Lessons Learned (Continued)

and know someone who does.” Learn from the best. In sprinting and preparation, warm-up and prepare the muscles; do not warm-up and prepare the energy systems. Warm-up and prepare the muscle and the brain in preference to the energy system. I’ve worked athletes harder than anyone else in the world; I’ve never had a shoulder injury in any athlete that I’ve trained, because of the advice Doc Counsilman gave me. Listen to those who profess to know little but have done it all, and ignore the rest.

Guys, you see the cap that Doc is wearing there? [picture] Well, when we parted company, Doc gave me that cap. And I still have it [puts the cap on; applause]: tattered, torn, worn, beaten up, dogs chewed it, I’ve run over in the car. But I’ve kept it. Anyone who gives you advice, it is like being given a gift. Doc gave me great advice and he gave me this hat as a gift; and I’ve kept it and honored it ever since. So, Doc: thank you very much.

Attitude is everything. The experience and knowledge of the coach must always be in advance of the talent of the individual and team. That’s your job to be knowledgeable, ahead.

When I was in Britain, through a mutual friend, I was able to meet several times a guy called Angelo Dundee. Angelo died at the start of this year, age 92 or 91. I flew from Australia to Britain, arrived at six o’clock in the morning, went to his funeral, and caught the flight back-home that night—was such my respect for this man. Angelo Dundee was the man who coached Muhammad Ali; he coached many Australia boxers. I rang him about three years ago, and said Angelo, I need a couple of quotes for a book. He said: “Bill, thank god you only need two, because that’s all I’ve got.” Pretty good advice, but: “Never-accept second in anything you had the capability and capacity to win.” Great advice: “Never fight unless your preparation has been superior, regardless of any talent differentials.” Don’t rely on superior talent to win; rely on preparation. So, great quotes from Angelo Dundee.

Have an open mind and think laterally.

(Guy on the left is Harold Kunneman, the girl on the right is Helga Pfiffer: masterminds of the East German drug program.) I was in a situation I could offer them citizenship in Australia, if they spilled the beans.

Fortunately, they spilled the beans, but decided to go and live in China.

There is no such thing as fair or equal. Be wary of misinformation. Develop a personal winning point of difference, and have a return on the investment. Don’t ever do anything unless there’s a return on investment.

**“...Individual horizons, team success. Identify the perceived weaknesses of the team and make that your individual strength. You’ll soon have the most important link in the chain, and the team will enjoy minimal weakness”**

Building and coaching diverse teams: I spent four years in Hong Kong. This [picture] relay team won their first ever silver medal at the Asian Games. And the girl on a far left won the first-ever silver medal at Asian Games.

Relay performances, the essential ingredient: make sure your slowest four can maintain the same position for qualifying in the final as your fastest four. Many-a-coach has learnt harshly that cost. In the Olympic year, Swimming is not the only thing, but performance must be the most important thing. And performance without pressure, but performance in taught finishes.

“Good athletes know what great athletes don’t. Good athletes and good coaches commit to competition; great athletes and coaches commit to winning.” That’s a quote from Frank Dick.

It’s not about experience; it’s about winning experience. Great minds don’t always think alike, but they get the job done. It’s about a winning experience. How many performances does it take to achieve a result? An athlete can deliver a great performance but not get a result, because someone was better prepared, more talented, more rested.

(The guy on the left is me, the guy on the middle is Dennis Pursley, and the guy on the right is Gennadi Touretski: all three previous head coaches of the Australian Institute of Sport.)

Make sure that you develop a front-half speed gap for sprinting, and a back-end endurance capacity for distance events. Athletic talent is a great investment, but make sure they’re on your side.

(The athlete riding on the deck there is a guy called Robert Gleria, who I coached to

swim 1:46 way back in 1986. He won the Commonwealth Games. That year I took him on the tour of Italy, he was arrested by the police. He had dual passports; I didn’t know it. He was offered a chance to swim for Italy to get out of national service. And the bastard beat us in Olympic Games the following year, swimming for Italy. So, make sure you know if they’ve got two passports. [laughter]

Measure the measurable; record the recordable. In sprinting, develop the speed-gap efficiency at the front-end to improve the back-end. You’re working the muscles in the brain. For 200-up and 1500-down, hold the front-half and improve the back-end, and work energy systems—pretty simple. Negative split, and never get passed in the last 50 in training and in competition.

(Once again, easily recognizable, my youthful good looks which I’ve maintained over these years. That’s me on the left; Tracey Wickham in the middle.)

Senior athletes prepare speed to the future and endurance to the past. If you want a simple thing to work on and play with: if you want to work speed to the future, try getting your athletes to swim 60% of race distance at 60% of goal-speed. And do it heat in the morning; semifinal in the afternoon, and final the next afternoon. 60% of race distance at 60% of goal speed. If you want to practice endurance, try practicing 125% of race distance at 115% of extrapolated race speed. Do the last one several times and the first one only once.

Celebrate, recognize and explore success. Ensure everyone feels part of success.

(It's Tracy Wickham's first world record.)

Individual horizons, team success. Identify the perceived weaknesses of the team and make that your individual strength. You'll soon have the most important link in the chain, and the team will enjoy minimal weakness. Team growth and individual growth: Ask each person on your team to identify the perceived weakness in the team, and then say: I'm going to make that my personal strength. Each athlete will see it differently, they keep it to themselves, and soon you'll have a team without weakness. Grow your strengths and grow team weaknesses.

No exit strategy: are you are in it for long haul?

(That's the British team at the FINA World Championships in Japan.)

Be predatory in opportunity, focused in the now with a vision to the future. Make sure the vision to the future is in the document. Seize the moment; stay true to your conviction. Optional to join, compulsory to attend, no part-time participation. Run where others dare to walk, have great self-belief and conviction, know no boundaries and perform above potential, and manage chaos.

(That team swam extremely well in the first World Championships I was in Britain [for].)

Always have an A plan and a B plan. Implement the B plan and move-up to the A plan; don't implement the A plan and have to move-down to a B plan. It's a much better feeling to have a B plan and then upgrade it to the A plan, than to do the opposite.

Think outside the box: it's not what you do, it's how you think. Take risks. Set a path that others who want to follow; don't follow.

(The coach on the left there is Zhao Min, who worked at the Australia at Institute of Sport and was convicted for cheating.)

It's not the size of the team, it's the quality within it. Recognize and applaud character.

Qualifying times are a minimal standard designed to manage the competition and are

**“...Teach winning, leadership, and decision-making. If you teach decision-making, you can become a leader and a winner. If you do it the other way around, it can't happen.”**

not a stamp of achievement. Young coaches make the mistake: I've got 20 qualifiers for the National Championships—who gives a shit? You've got 20 people who aren't going to make the competition too big. It's where you do; you've got to make top-8 or top-4 or top-6 or top-12. Making standard times is the minimal standard to manage the size of the competition; it's not a stamp of achievement.

Manage emotion; handle distractions, and maintain focus in every competition you go into. Not everything new is good, and not everything old is bad.

When I was young ,16, I came home drunk. My father belted me. We had nothing, we were in poverty; he worked in the mines. I waited outside the next morning. When he came out, I hit him with a pilling off the fence as he come out to go to work. I put 17 stitches in his head. He got up, dusted himself off, went to work, claimed worker's compo. And about two weeks later, we were sitting at the dinner table; he said, “We've got a score to settle.” We went outside and he beat the crap out of me again. I decided there and then that I wanted to leave home. I told him; I said, “I want to leave home. You can't stand me. I can't stand you.” He said: “Think about it.” I said: “I've thought it: I want to leave home.” He said: “There are three conditions: 1) you don't come back; 2) if you do want to come back, there'll be a huge penalty; and 3) you have to come and visit you mother every Sunday night for dinner and come sober.” So, I went and packed everything come out and my father was standing against the door. I said: “You said, I could leave.” He said, “You can. But everything you're wearing, everything you've packed up, I paid for; they belong to me. Because you're my son, I don't want you to go empty-handed, you can have the underpants you're wearing and I'm going to give you \$20.” Much to my mates delight, that were waiting for me, he walked me to the car with \$20 and my underpants on. I lived in my mate's garage for year, and decided I

wanted to return. Went and saw him. He said, “You can return. But I've got a man that works for the underground has a thalidomide child who has a foot where his knee should be and a knee halfway up his thigh. If he can swim one length of the pool, referee approved, at the end of the school holidays, you get to come home. If he can't, you don't.” This young boy responded extremely well to bribery; I had no knowledge of teaching. I learned to teach very quickly, and at the end of the school holidays, I got to come home.

I learned that a trophy cabinet is of little use. I've won many awards for coaching, and I've won many awards for sport, both Football, Rugby League/Rugby Union and Swimming. I'm only keep one beat-up, old trophy in my trophy cabinet—that's it. It will tell, if you read it, “runner-up in the under-12 competition.” My father told me when I got runner-up that I was a failure. I made a decision never to be runner-up in anything ever again and I kept the trophy. And it's the only trophy I've ever kept, to remind me what an asshole my father was. So I only have one trophy in the cabinet, and I coach winning, and I want to get the job done; and every time I see that, it reminds me.

Teach winning, leadership, and decision-making. If you teach decision-making, you can become a leader and a winner. If you do it the other way round, it can't happen.

In 1983, the first skins costume was developed at the AIS; that [picture] is it. Luckily, my assistant coach kept it in her freezer. It was made out of polystyrene. We developed it in '83 to use in the '84 Olympics. Speedo wouldn't allow us to use it, and all those plans were canceled. Luckily, the assistant coach kept it in a freezer, and I've been able to keep it since then. A very ordinary costume, but it had a flotation device in it with the material. I researched a flume in Tasmania where they tested torpedoes for the Navy and fishing nets and fishing boats. I went down to the

flume to test this costume, and many others like it. And while I was there, the Navy was there practicing with torpedoes. And they had this oil that they put on the torpedoes, a slick that got them to go through the water very quickly. Innovative and creative. I thought, “Well, if I soak these costumes in this slick, the athletes will move through the water very quickly.” Because we’d read the story about how the East Germans at that stage were painting their costumes on—they actually painted the costume onto the body. So, I soaked all these costumes in the slick the Navy gave me, big tubs of it. And we experimented that afternoon with the athletes. And it worked extremely well; except at about nine o’clock that night I had to rush eleven of them to hospital where all the skin had peeled off their body from where they had these costumes on. The slick had burnt the skin off their body. So, lateral thinking has limits.

(Anyway, there [on the slide] are the things that you read there that I felt that I’ve been visionary in my development over the years.)

The world’s best talent identification and development model. This was the program put in place in Britain. The program that was put in place was to identify initially female talent. Neils Bouws from West Germany sat on one side of the pool, Peter Freney sat on the other. They had their art to identify athletes that they felt were great talents, and then the next morning it was measured—everything that was measurable was measured. Then cross checked. Anyone that was on both lists—and the coaches couldn’t compare, we had an independent person compare—we then selected them to go on a high altitude camp. It had nothing to do with high altitude: it was to remove them from their parent’s clutches and put them in an environment that was foreign to them, challenging and different. We went to La Loma, where Jack Roach was coaching at that stage. The athletes went for six weeks. These girls were 14 years-of-age when they went. We took three schoolteachers and three managers. They did school every day, cooked their own meals, and trained at altitude. And we train very hard. Those girls (on the left hand side of the screen) came back and swam the U.S. Open at San Antonio, and all did lifetime bests. And three times in the following year, we took them into China—to the worst places I could find in China—to expose them to difficulties and challenge. And, of course, 9 of those girls

were ranked top-3 in the world in 2008—quicker than what we thought. The girls on the right: [Rebecca] Adlington, was put on the 2004 training camps as a training partner for Rebecca Cook; and Kerri-Anne Payne was also put on for Rebecca Cook—they weren’t part of the Olympic team. And they learnt from that experience and performed very well: both those girls won medals, and gold metals, at the Olympics. We had the world’s first offshore training concept, in the offshore centre in Southport [Australia]. We had a group of boys do their last two years of school there. Both produced outstanding results for Britain.

“Life is what our thoughts make us.” Think about that quote. Pretty modern-day quote; it was from Marcus Aurelius, many centuries ago.

Lord help me do the better right than the easier wrong. If you go to West Point academy in the United States, that is the sign that’ll meet you on the door. A pretty important sign.

I do some volunteer work for repatriation of troops in Britain, in Cyprus. Commander Rich Harris, permanent joint-headquarters staff in UK, told me: “Bill, self-belief in winning before the battle is the reason why they’re returned safe. Knowing you’re the best prepared will keep you alive.” It applies to sport.

(The coaches standing around me there at the Rome World Championships, 12 of my ex-swimmers were on-staff of that team. It was a pretty good feeling to know that 12 of you swimmers were on the staff of the Australian World Championships team.)

Corporate model integration with performance model. Personal friends, corporate athletes and sporting entrepreneurs. I’ve been lucky, that since 1976 I’ve had an Olympic medal winner that I’ve worked with in every Olympics since then. Chances are 2016 that will come to an end. Guy on the left there [photo] is Tim Ford who I coached Commonwealth medals in the 1500 and 400. The young man beside him is Michael Bohl, who I coached and now coaches at the very highest level. Susie Baumer, I coached to Commonwealth Games gold medal and an Olympic medal, in the middle. Robyn Lamsam, the girl beside me, I coached to first-ever Hong Kong silver medal. And today, Timmy Ford, the man on

the left, is a mentor to me in the business world; works for Heidrick & Struggles. Michael Bohl coached Robyn—the girl beside me—when she came to Australia. Susie’s married to Tim. And quite a very close-knit group that work together even today. So they are important friends to me, and very great corporate athletes and sporting entrepreneurs.

Some of the unwritten ground rules for international coaching:

- Family first. Put your family first.
- Coach and teach everyday with the enthusiasm that it’s your first day of coaching, not your last day.
- Know the heart and mind of the athlete, staff, opposition, and competition. Competition are the people you’re going to come up and compete against. Opposition are the people within your own team that are trying to bring you down. Be as ruthless as you like in removing them; don’t tolerate or accept them.
- It’s not what you know, but it’s how you think.
- Maximum time at task.
- Skill perfection always before skill acquisition.
- Build teams with the athletes and staff you coach and mentor are identifiable due to superior skill and attitudes.
- Learn from the best, and set a path where others will want to follow. Don’t follow.
- Win every day. Get up every morning with the attitude that you’re going to win every day.
- Make all those who work with you feel special, enthused, appreciated and valued, without pampering or indulging.
- Systems do not deliver; athletes and people do.
- Create models with great flexibility and ones that will deliver under all circumstances.
- “Compromise” is the cancer for achievement. Train at and coach above.

## Unwritten Ground Rules for International Coaching

**Family** first. Put your family first. **Coach** and teach everyday with the enthusiasm that it's your first day of coaching, not your last day. **Know** the heart and mind of the athlete, staff, opposition, and competition. **It's** not what you know, but it's how you think. **Maximum** time at task. **Skill** perfection always before skill acquisition. **Build** teams with the athletes and staff you coach and mentor. **Learn** from the best, and set a path where others will want to follow. Don't follow. **Win** every day. get up every morning with the attitude that you're going to win. **Make** all those who work with you feel special, enthused, appreciated and valued. **Systems** do not deliver, athletes and people do. **Create** models with great flexibility and ones that will deliver under all circumstances. **Compromise** is the cancer for achievement. Train and coach above. **One** or two great athletes does not make a great coach.

- One or two great athletes, does not make a great coach. Formula 1 cars do not come off an assembly line.

We had a scheme in Britain where athletes who could do 10 chin-ups 10 times in 10 minutes would get a t-shirt with "t" on it. In all teams:

- 20% are can do people in "can't do" situations. People will refute that, but it's the fact.
- 40% can do, if the leadership organization and management is good, but they will ask will I win?. The first 20% will say I can win, the next 40% will ask will I win?
- And the last 40% are can't do people in "can-do" situations and they ask: why am I here?

Champions know the difference; winners live the difference. Make sure you understand the 't. When you do an apostrophe-t, the vertical is written first and that represents your knowledge, experience, education. The

t-across represents capacity and capability. Don't put the horizontal part in first; you have to have the knowledge, experience, and education that goes in. The apostrophe-t represent the difference between can and can't; and also represents the depth and breadth of your capability and capacity and knowledge to win.

The cycle starts again: the girl on the left [of photo] is an Olympic silver medalist I coached in the 200 butterfly; Commonwealth champion in 200 butterfly. And I work with her daughter today, who is one of the champion paddlers in Australian Canoeing. The learn-to-swim the cycle continues.

A lifetime of lessons learned, valued, applauded, and appreciated. I always tell the athletes: I will never be your best friend, but I will always be your greatest supporter. Make sure there is a line between friend and supporter.

All the names there [slide], and I see Ron McKeon in the audience, are people that I coached who are now coaching. They honored my time with them by taking-up a coaching profession, so I appreciate that.

The cycle continues: great organizations and with great visionary thinking very rarely, if ever, repeat the same cycle. It's always different. Education is learning and learning is change. The organization and the leadership must be well-aware of where it is going and what the future looks like in order to stay ahead of the field in competition. They have a market advantage on the field. What will the Olympic champion of 2020 look like? Have you thought about it? Have you planned it? Do you have people preparing for it.

If you ever run a 2024 coaching clinic, make sure you invite me; because I think that's where we should be working and looking forward to today. That's what I want. Mercedes Benz's vision for the future. Formula 1 cars, like great athletes and great coaches, do not come off in assembly line.

And... that's all folks. ■

*Bill Sweetenham is a competitive swimming coach. He was the National Performance Director for British Swimming until 2007. Sweetenham has worked directly with more than 40 Olympians.*



# 2015 SEC Clinic

## Jan 30<sup>th</sup> - Feb 1<sup>st</sup>

University of Florida | Gainesville, FL

SEC coaches for University of Florida and University of Tennessee will be available to answer questions you may have in and out of the classroom. Utilize this opportunity to observe coaches on deck during warm up and watch the best in the business at work! Then watch as the Gators and the Volunteers race in their annual dual meet on Saturday January 31st at 12:00 PM.

### Clinic Schedule

#### Friday January 30

5 PM - 6 PM	Designing the Ideal 200 IM and Sprint Stroke Training Season	Coach Martyn Wilby
6:15 PM - 7:15 PM	Balancing Work and Rest for Elite Distance Swimming	Coach Anthony Nesty
7:30 PM - 8:30 PM	Garbage Yardage and Other Things for Work	Coach Gregg Troy

#### Saturday January 31

7:30 AM - 8:30 AM	Distance Training	Coach Tyler Fenwick
8:45 AM - 9:45 AM	Start and Sprint Mechanics	Coach Lance Asti
10 AM - 11 AM	The Preparation of NCAA Championship Relays	Coach Matt Kredich
12:00 PM	University of Florida vs. University of Tennessee Dual Meet	

#### Sunday February 1

8 AM - 5 PM	ASCA Level 2 Stroke School	Taught by John and Jackson Leonard
-------------	----------------------------	------------------------------------

#### Friday - Sunday

January 30 -  
February 1<sup>st</sup> 2015

#### Clinic Location

University of Florida  
Bill Harlan Meeting Center  
Swim and Dive Complex  
250 Gale Lemerand Drive  
Gainesville, FL 32611

#### Local Reservations Information

Hilton - University of Florida  
Conference Center  
1714 SW 34th Street  
Gainesville, FL 32607  
1 (352) 371 - 3600  
1 (800) 780 - 5727

#### Special Group Code

ASCA  
\$129 / Night  
Reserve by December 30th

### 2015 SEC CLINIC • GAINESVILLE, FL

- \$70.00 - Sunday Level 2 School taught by John and Jackson Leonard  
(\$60.00 for coaches that register two or more coaches from the same club)
- \$99.00 - Friday and Saturday Clinic Registration  
(\$80.00 for coaches that register two or more coaches from the same club)
- \$150.00 - 3-Day Event Registration  
(\$120.00 for coaches that register two or more coaches from the same club)

The American Swimming Coaches Association  
5101 NW 21st Ave, Suite 530  
Fort Lauderdale, FL 33309  
Phone: (954) 563-4930 or 1 (800) 356-2722  
Fax: (954) 563-9813 Web: SwimmingCoach.org



Name \_\_\_\_\_

Mailing Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_ Country \_\_\_\_\_

Day Phone \_\_\_\_\_ Email \_\_\_\_\_

Amount Enclosed / Total: \$ \_\_\_\_\_ Payment: Check Enclosed (US Funds Only) or pay by  Mastercard  VISA  AMEX  Discover

Card Number \_\_\_\_\_ Exp. Date \_\_\_\_\_ Signature \_\_\_\_\_



American Swimming Coaches Council for Sport Development  
5101 NW 21st Ave, Suite 530  
Fort Lauderdale, FL 33309

NONPROFIT ORG.  
U.S. POSTAGE  
PAID  
NEW BRUNSWICK, NJ  
PERMIT #1



**YOUR ANSWER IS *SwimAmerica***<sup>TM</sup>

Designed for you to own by the American Swimming Coaches Association.

**Find out about owning and operating a SwimAmerica Program today.**

**Call Julie Nitti at 1-800-356-2722 or email [Jnitti@swimmingcoach.org](mailto:Jnitti@swimmingcoach.org)**