

Jocelyn Barrieau

Season 2 Finale Interview: A look into culture

Episode 8 | Season 2 | *Coaching Research to Results Podcast*

LONG-FORM GUEST EPISODE

This is the longer form edition of Coaching Research to Results, where I bring in a guest to reflect on the researched topics we've been exploring all season.

Today I'm chatting with Jocelyn Barrieau, head coach of the Canadian Women's National Sevens Rugby Team, and someone I'm genuinely lucky to call a friend. Jocelyn brings the kind of clarity and courage to coaching that you don't often find. She's sharp, values-driven, and has built team cultures at the highest level of international sport. When she speaks about what it takes to build a team that actually wants to be great together, I listen.

All season, we've been exploring team culture from the inside out. What builds it, what quietly breaks it, what it looks like when it's working, and what it costs when it's not. We've talked about championship habits, the danger of winning when the cracks are hiding underneath, leading from the front with authenticity and why culture isn't something you bolt on. Instead, it is the training plan.

Jocelyn doesn't just know this research. She lives it. Every day on the field and off it. Our conversation is about what all of this looks like in the real, messy, brilliant world of high-performance coaching. I hope you enjoy this as much as I did. Joce, can I get you to introduce yourself to the group?

LINKS AND RESOURCES

- Full episode library: thecoachdeveloper.com
- Show notes: thecoachdeveloper.com/coaching-research-to-results-podcast-notes
- Subscribe and leave a review on Apple Podcasts, Spotify, or your preferred platform

Share this episode with one coach this week, since that's how research actually travels.

PEOPLE

- Beth Barz
- Jocelyn Barrieau
- Shawn Bullock – Rugby Canada HP Director
- Jennifer Walinga – former Canadian athlete and current researcher and professor
- Adam van Koeverden - Canada's Secretary of State (Sport)
- Olivia Apps, Alicia Corrigan, Asia Hogan-Rochester, Charity Williams, Piper Logan – all current Rugby Canada 7s athletes
- Iain Monaghan – assistant coach, Rugby Canada women's 7s
- Rich Owen – performance analyst, Rugby Canada women's 7s

RESOURCES

SHOW NOTES

- Rugby Canada
- Own the Podium
- PWHL – we had to shout out this amazing league
- McGill University – Jocelyn’s alma mater
- Montreal Canadiens – Joce’s last favourite hockey team (overshadowed by the Montreal Victoire)
- Ottawa Charge – Beth’s fav hockey team

FULL TRANSCRIPT

(edited for clarity and our collective sanity, timestamps are approximate)

Jocelyn

Hi, I'm Joce Barrieau. I'm currently the head coach of Canada's National Senior Women's Sevens Team. I'm from Montreal, spent most of my life in Montreal, and I've currently moved out to the Island to dive into this wonderful project and be part of our preparation towards LA 2028 Olympics.

Beth

Amazing. Well, that leads me into my very first question, which is super relevant back to your time in Quebec. You've coached at almost all levels in Canada from grassroots to now with the national team. So how has your approach to developing culture evolved during your coaching career?

Jocelyn

It's definitely evolved for me, the more time I get to spend with teams. So, when you start, you know, you have a high school team, it's really kind of small. And I just knew I wanted to make a positive environment, but I didn't really know anything about really how to do that or structure that. I just knew that the best part of sport for me was my teammates and the fun that we had and getting to play the game that we loved. So, I always just wanted to try to recreate that over and over and over.

And then with time, it grew into a little bit more of a... definitely a section to protect at all costs. It's definitely something that doesn't just happen by accident. It needs to be nurtured and made time for. And that can't be the part of the day that gets rushed if it's something that's important to my values. So yeah, just carving out more and more time for it, reading more about it, figuring out who the heck I am as a leader and trying to stick to my core values within it. has all been part of how it's evolved and changed and something that I'm pretty proud of being identified as somebody who cares a lot about team culture within the community, I think. And that's a really important thing to me. And I really honor that and cherish that a lot.

Beth

Can you tell us a little bit about those personal values? I know you've shared them with lots of other people in the past, but I would love to hear them again.

Jocelyn

Yeah, so passion, pride, and love are the three, my 3 core values. I decided when I was given the opportunity to create the Quebec Provincial Sevens programs, I knew that I wanted to guide them in a way that was really relevant to me because I knew that we were going to be able to do something really special. Even with the limited time, like we were never going to be a full-time program, but I knew that we could do something really special.

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So I knew that it was, I mean, three is a very important number in Rugby Sevens for many, many reasons, on field, tactically, and in some of the decisions we make. I just focused myself on 3 pillars about me that that I thought were going to be super important for how I led. Those were, I'm extremely passionate and I don't really make any excuses for that.

I'm very proud of where I'm from, being from Quebec, being from a minority province language wise, especially, and definitely having lived and played for Quebec for a long time, knowing that there are things in the universe about that province that I'm so proud to be from. And the languages that I speak, I'm always proud of that. And being open and head over heels in love with my wife and partner who now have a young child with. I always want to be proud of who I am and not hide things. And then love, I think, is the most important part is I try to assume the best in everyone and until I'm kind of convinced otherwise, but assuming the best and leading from a loving place and a caring place, I think, is just how I want to lead and something that is pretty important to how I've gotten to where I've gotten and why I've gotten to where I've gotten.

Beth

You've really taken a deep dive. And it's interesting because the research actually encourages coaches to look at their own coaching behavior, but it also characterizes doing that as an act of courage. It's not super discussed in terms of the coaching literature, but I wonder in terms of how courage looks and feels, what does that mean to you when we talk about value and culture?

Jocelyn

Well, it's very interesting because one of Rugby Canada's 5 core values is courage. And it's something that when I got the job as head coach, I don't like values that just live on a poster. I think that's I think that's silly. So this is the organization that chose to hire me. So I chose to take those values on. And it's something that we talk about in staff meetings quite regularly.

Our high-performance director has adopted a very similar way of looking at values. So we did it as a staff. We pulled them out and we had a, we had about a week together at the beginning of my first, the beginning of the quad of the Olympic cycle. And we defined them for ourselves of what they meant. And for us, the courage conversation is, I think, more and more for me about being more direct and having more direct conversations and not letting things fester and kind of addressing things head on.

I think often because of that love section and how I want to lead, sometimes I would shy away from kind of harsh truths, but now, and not even harsh truth, just truth. because sometimes truth is not easy. So I've just been working on that in terms of being courageous and saying things as they happen and not apologizing for them is something that it's definitely a work on for me. And as we move towards a more centralized, more and more time together as a group and as we become more centralized, I just want to be having these conversations now and not when we're together every single day, when the pressure is rising, when the competition is coming, when those Olympic Games are on the horizon. It's not when I to be having those conversations. So I've been trying to be courageously having them throughout kind of our day, our tours and our daily environment here at Rugby Canada.

Beth

And the timeliness factor is certainly a big one. I wonder, are there two or three sort of top ideas that you might be able to offer to a coach at any level that would make a difference to their culture development?

Jocelyn

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Yeah, number one is involve the athletes. Number one. There's no, there's no one and two.

Beth

Gotta be co-created, yeah?

Jocelyn

There's one, and then there's 2, 3, 4, 5, 6, 7, 8, 9.

Beth

Love it.

Jocelyn

Yeah, so there's, it has to be, they have to be involved. You know, it's our job to, I think, create things, be inspired by things, and bring that to the team, but always. with their, maybe not always their input, but always like, hey, this is our plan. This is what we're going to do. What do you guys think? It's usually if you come with a plan and show them, they can understand it and they can help tweak it. But if it's just like wide open, it's like, what do you guys want? It's like, well, we want the world. So it's like just trying to kind of work with them to get what's best for them and best for the group and what they think is best for us, because it's about what's best for the team and what's team first.

If we can always stay kind of focused on than that. It's an amazing relationship, but it is a relationship to build. You have to invest in it. You have to, the leaders have to trust you and you have to trust them too. You know, sometimes I don't know where I'm going with something and I float by them and sometimes I do know where I'm going and float by them and it either gets confirmed or denied pretty quickly.

Beth

Well, that's an interesting piece. So co-creation, we know from the research and like you just stated, is incredibly important. What's the limit to that when it comes to team culture?

Jocelyn

Well, I think it's so different. We should probably book two years from now, we should have the same conversation right now.

Beth

Booked. Booked. We got it booked.

Jocelyn

For a decentralized and a centralized environment where we see them every day. I think that's also very different. So the way that we're structured right now, means we like pop into each other's lives. We are on Zoom meetings or phone calls. It's not quite the same as being able to go grab a coffee every Wednesday at noon. So I think it could be a little bit different in terms of like what the limit is and what the growth is.

Recently, we have players with a ton of experience and players with, I would say very little experience kind of on the World Series. And we just had a great campaign in Hong Kong off the back of a really tough campaign in Vancouver and New York. And it was just a wonderful kind of reminder of the power of the group and how powerful they can be as leaders and people. And off the back of that, we've had more engagement from the senior players. for the next two SOPs. So they've kind of

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created some documents where they're like, I think this will happen. And so we had a player send us a document of like a bunch of information.

Then I talked to our analyst and I said, 'hey, Rich,' (who's our analyst) 'Rich, can you add photos of all the sentences that she's had here?' So that became, here's the information, here's what I see. And I just, as an athlete, I just typed it all out. And then we tried to make it live. So that's a very experienced athlete who can, with words, see the picture. And so then it was like, but not everybody has that same experience. So when you say those words, what does that picture actually look like? We'll actually put the picture in for less experienced players so that we can maximize our time that we're not together.

So that was just something that came up. It's just a current example of something, but I never asked that athlete to do that. She just said, I think this is what's best for the team. And that to me is like, that to me is gold. But if we force do it, And it was homework. I just don't think it lands in the same way. So I'm just thinking and rethinking as- Feeling it out.

Beth

A little bit of an iterative process as you go along.

Jocelyn

Yeah. But it's like sometimes their ideas are going to inspire what we do. So we actually had a thing, like a huge kerfuffle that changed the entire way we did things when we were in Hong Kong. And it actually was amazing. And it has now become our process that we're going to work for the next two tournaments because we're like, oh, that was really good. That ended up being really what the group needed at that time. So we're going to go with it for the next two tournaments and that's the end of the season. And then we'll look at it for next year. And maybe that.

Beth

Yeah, do a little re-examine after action review at the end and with all the athletes who've been involved because you've had lots of people coming in and out of the team for the last few tournaments as well. So. The most in the World Series.

Jocelyn

I get that again.

Beth

Yes, exactly. One of the studies in this season referenced Edgar Schein's phrase, 'culture is the way we do things around here.' Do you have a version of that phrase that belongs to your team? And what are the things that are non-negotiable?

Jocelyn

Easy, easy, easy, easy. Sorry, I get excited talking about it.

Beth

I love it. Go for it. I'll ask a follow up after.

Jocelyn

We have the Canadian way. So The Canadian Way is a project that I started developing without knowing that that's what it was going to become when I arrived here in 2023. So when I got the kind

of gig as the assistant coach in the lead up to the games, it was something that was very important. This is something that's hugely important to me, and I think it should be a focus of every coach, but we were just off. Our value system was off. And to me, as a fan of the team, And when I came into it, I said, this is not good enough for the team that I wake up for in the middle of the night and that I know it just wasn't good enough. And I had to kind of figure out how to help the group.

And because I knew that we had the ability to do something amazing as a group, but I knew that if we didn't get a few little things in place, then we wouldn't achieve even close to what I thought the group could achieve. We talked, and then I started using the moniker, the little things are the big things, because it's funny when you like are around, and it was like kind of my first time in a consistent high performance environment, and people were just like, oh, it's such a nice little thing. And I was like, yeah, but those are the big things. And that just became something that I said quite often is the little things are the big things. So that became kind of what drove me for that time.

And then we just, we had these like gold medal behaviours and I just like don't like that it was based on an outcome. I just, I just want it to be the way that we are. And yeah, it's like, this is just the way that it is. In the Canadian way, you clean up after yourself, you keep your locker clean, you do these things, you help your teammates. It's just, like it's just the Canadian way. And we were already doing it, but it was just a way to kind of like "officialize" it so that was kind of the beginning of it.

And then it morphed. And Shawn Bullock, who's now our high performance director, used to consult on our Own The Podium stuff. And he was a good advisor for me there. And he said, hey, in hockey in the past, we've done this. It was very, it was different, but the catch line was the same. And the idea behind it is the same that any Canadian team that you play for, there's a set of standards that need to be upheld.

So, the Canadian way was born and it's something that the staff contributed with. We created our pillars. It goes back to the players yearly or twice yearly when we sit down all together and we kind of pick it apart and say, this is no longer relevant. Like we have this. doesn't need to be written. This does. We need to include this. We went from, you know, being a top four nation in the world to the players advocating for us to be a top three nation in the world. So, we changed it and it's like, those are all the things that are cool, that it's alive and living and constantly changing to reflect our realities.

Beth

It's a great segue into another incredible Canadian team. So, one of the papers that we looked at in the season is around the 1992 Canadian women's rowing team, which built their culture around their coach's core belief that sport exists for human development, not just winning. Perhaps you could share a little bit about what your core belief is that sits under everything you build with the team, maybe making a reference to the Canadian way, but maybe some of the other pieces that maybe went into building it.

Jocelyn

Was that the team that Jennifer Walinga was on?

Beth

That is the one. She was actually the lead author of the paper as well.

Jocelyn

Yeah, so we've touched base a few times being out here (on Vancouver Island), so that's kind of cool. I definitely have not read that scientific paper.

Beth

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I will send you the summary. And you can listen to the episode.

Jocelyn

Yeah, that's more my style! You know me. Wow, that's a good question. I think I'm just so in awe of these teams and these women that I'm like, I just don't even think they know how good they can be, you know? They just have no idea the people they touch and what they do. And I don't know, part of it is just like helping them see that or, you know, helping us live that kind of like actualized experience in life.

And I have a big goal that I want 40 million people to watch us in LA, like every single Canadian to watch us and cheer for us. And that's part of like this big driving vision. And there's lots of things that go into that. But like, I'm just so I'm so proud to be in this team and part of it that I like, I just want to shout it from the rooftops type thing. So yeah, you know, I talk about last year. being, friends and, with the PWHL and all this stuff. I have friends who have kids who are now, young girls playing. And I remember being, I can't remember if it was, I think it was two or three Christmases ago, it was a holiday meal. And everybody's talking and gossiping about these hockey players, as if they know them.

And I'm thinking, I want people to talk about us at Christmas. I want to BE the conversation. I want it to be like, 'did you guys see Canada this year? Oh my God, can you believe this player and this player and this player?' I want to be in the Canadian consciousness and I want, and to be part of that. We have the people. The players are amazing. I keep saying, turn the cameras on, put the cameras on the players, film them, make documentaries, make shows, make TV shows, follow YouTube, Netflix, like whatever. They're getting rugby into the Canadian consciousness. And part of that, and part of that is developing people. But I have to say that part of that is also having successful results.

To come back to your first statement, I think there needs to be a bit of both in order to really hit the heights that we want to hit with rugby. And as you know, I still think we're a French sport in Canada, but in order to get out of that, we have to take a few more steps forward in terms of consistency, in terms of media coverage, in terms of characters and people getting selected over and over so that they can build a storyline and an arc and all that stuff.

Beth

Right, yeah, it's a complicated business these days, but what wasn't complicated was the goosebumps I just had in my arms when you were talking and seeing the passion leak out of your eyes as you're chatting as well, because that's just you and that's just how you lead. So, what an incredible testament to the women who you believe in so thoroughly. So obvious. Yeah, thank you.

One of the most surprising findings from the season came from a meta-analysis of 50 studies and 17,000 athletes. The team captain had a stronger statistical relationship with performance than the head coach did. Does that surprise you? And what do you make of it?

Jocelyn

Not at all. I figured not. No. I mean, I have the, I think I have the world's best leader in Olivia Apps on our team. And I don't think that there's any, in terms of work ethic, in terms of dedication, in terms of vulnerability, in terms of mental strength and fortitude. I mean, I just, and in terms of tactically world leading, I just don't think there's anybody, I don't even think there's anybody that can do everything that she does. I think there's very few people in the world that can do what she does. And her return to the sevens was unbelievable. When she came back this year to Singapore and Perth, we finished third in the world and it's not a mistake. The coaching staff was the same. Game changer. Yeah, she is. And the leadership, there is a, we call our group, we have a construction theme. So we're, last year we were a foundational year, this year we're framing, next year we're finishing, and year 4 is making our

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house a home. And our leadership group is called the Levels. So the Levels are a super important part of our construction because if you're not level, and if they're not level, then we don't have a solid house to live in by the time we get to year four. So Our levels are very important to us and we try to keep a very consistent group as much as possible, obviously.

We have a one squad model, so players are in and out, but when those strong players come back, somebody told me the other day as well, somebody like Alicia Corrigan, who is like very experienced and plays professional rugby in England as well as Olivia. She's not part of our levels because she's not a kind of consistent member of the team, but somebody said, Alicia's somebody I'd like to play with. I'd love to experience what it's like to play with Alicia. She seems she's so smart. I'm like, she is smart. Like, so, yeah, they're quite intelligent. They're quite an intelligent group on and off the field. Their emotional intelligence is off the charts.

Beth

What a compliment.

Jocelyn

Yeah, they anticipate things. It's unbelievable. Like, I have the best laid plans. And then I'm like, Alicia always has some really valuable things to say. And then she's like, oh, I think the team could use like a team coffee here. And I think we could use a team meal on this day. And she's just like, she really gets that part that. I don't always anticipate as well, or I'm just thinking, training, taping, meetings, like I'm kind of thinking that way. And she really brings like a human element to the team and to me even. So yeah, they're very, they're incredibly valuable. The leaders on this team are incredible.

Beth

Well, and I'm sure you do your best to tap into their strengths whenever you have an opportunity to work with them.

Jocelyn

All the time. Yeah.

Beth

Okay. We're going to switch gears to a recent announcement last week from Minister of Sport, Adam Van Koeverden, with the 755 million in new funding for Canadian sport. So as a head coach of a national program, what does a giant funding announcement like that mean to you and to the athletes and coaches in the system?

Jocelyn

I think on the like the glossy side of it is positive. Amazing. Great. What it actually means for us, I don't know yet. Like, I don't know how that's going to get broken down. I don't know what part...I know the whole theme is playground to podium. So I know that grassroots is going to get a ton and that's super important. And I know that mental health and mental health and mental performance was talked about the previous week. So there's money invested there too. For me, I just don't know yet where it's going to go. So it's amazing.

What does it look like? We do have support from Own the Podium, which is an amazing partner for us, obviously. Can't do what we do without them. So we do have some support there. But in terms of what this new bucket looks like yet, we don't even, we haven't gotten a one pager of like where things are going to go yet. So it's very exciting. It's amazing to be in the news.

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There were some rugby players in Vancouver for the announcement who were on the stage, on the podiums here. And it's 'Asia's here, Charity's here, Piper's here.' So, there's, you know, we're getting to be part of the consciousness, I think of, Canadian sport, but it's just finding out exactly what it is yet. We just don't know yet. So it's exciting to find out how that's going to trickle down, in terms of our qualification. Our men also have a quite a potential qualification. So, we could have our men's and women's sevens teams participating in the Olympic Games in LA in 2028. And that's pretty exciting.

Beth

Yeah, it'll be huge to see how it's, what the ramifications look like in terms of support from grassroots all the way to high performance.

Jocelyn

Yeah. And I think, you know, for us, it's like, great. Can we get, Again, mental health and mental performance are like 2 separate buckets. So we try to make sure that, our mental performance coach isn't dipping too much into the mental health because of mental health and mental performance. We want to make sure that they are, but they can't be completely separate.

Obviously, we want to care for people where they're at, and we want to make sure that their mental health is in order. Because if their mental health is in order, their mental performance is going to inherently suffer. We want to make sure that we have those really good processes in place. And if that's where we invest, then that's where we invest. And we look forward to building all that together as 2028 rolls around and we ask players to come back and be here. Coming faster than we think - it was fast in 2024!

Beth

And here we are in 2026 already.

This podcast, so the show's whole premise is that coaching research stays on the shelf. In your experience, where does it actually get stuck? Is it in the translation, the delivery, the context or the timing, or something else entirely?

Jocelyn

I think access is part of that. I don't always know how to access since I haven't been at McGill for a while. Just a few years! Even just access is probably a big one as well. I don't even know if it's on the shelf. Are there shelves still? Do shelves still exist?

Beth

It's a digital shelf, right?

Jocelyn

I'm young and I'm hip, so I know about the internet! Yeah, I think access is part of it. And I think, carving out, I mean, what I'm thinking about rugby and development, I do when I'm thinking about rugby, I think about on-field, I think about the tech, I think about where I want to develop there and spend time there.

And then in my self-awareness, I also want to develop in terms of my leadership abilities and what that looks like. So I spend a lot of time on leadership and I spend a lot of time, you know, asking myself questions and picturing different scenarios of where I want to be and how I want to deliver information and all that stuff. So I work on that pillar, but I don't necessarily always work on the scientific research that comes with that. So I think that for me would be connected to accessibility.

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And also, it's not that I don't want to read about male coaches, but I just, I mean, a lot of the research centres around male coaches and male-dominated environments that I think are shifting into an area where it's like, well, maybe you shouldn't treat people badly anymore. It's well, I'm already outside of that article. I've read past that.

Beth

Yeah, you're in that authentic or transformative leadership already, which is actually, I mean, transformational leadership is more correlated with female leadership anyway. So And similar comment. I mean, most research is done on male athletes. So we're finding out more about male athletes and male coaches than we are on male coaches or female coaches and female athletes as well.

Jocelyn

Not shocking. I mean, but it's great. Like there needs to be a lens, obviously, like it's the same with everything. It's the same as shoes and it's the same with cleats, shoes and cleats, like with rugby boots and seatbelts. Like all these things are just, we're just catching up. And there's just been a focus on women recently. And I think as long as we continue to focus there, like I'm interested in that, but I'm not always necessarily interested in going back and reading about things that I think men are realizing for the first time, yeah, obviously you need to care about them. Like obviously you need to say hello to the athletes. Like, is that really something you need to be told? Don't you love them? Like, I'm like, just like, don't you care? I mean.

Beth

Yeah, and coaches are so great at reproducing the coaching that they had. And this kind of stuff never existed years ago. So it's an ongoing battle in a lot of senses. And one that is, I think people, in my experience as a coach developer, people have been really receptive to those pieces of information when they understand why, because it hasn't been their experience in the past. So I completely agree with you is when we're already operating from that orbit or that leadership style, it's hard to believe that anyone would do it differently.

Jocelyn

Yeah. And I mean, and again, I know that I know it's judgmental. Like I know that it sounds judgmental and I know it is judgmental, but to care for the people that we're coaching to me is like not something that I want to apologize for. Sure. It's extremely important. So. Yeah. And I think, rugby's going in that direction. I think rugby, because of the nature of the physicality of the sport as well, I think is quite special in that way. Because physically, there's a physical element.

There's a full contact element. There's like a care element, even in your opposition. Like you have to care about your opposition and how they into the ground and how they finish after they're tackled. So there is that element. And yeah, I'm just very proud to be from the sport. I think it's an amazing sport. And I think that yeah, both sides, men and women are both getting some pretty amazing opportunities and access to some amazing people as coaches in the sport.

Beth

Yeah, completely agree with you. I feel very fortunate to be here, but also really love working in other sport spheres because it makes me better at my main sport as well. So we've covered a ton of ground. If a coach who's listening right now takes one thing from our conversation into their practice tomorrow, what do you want it to be?

Jocelyn

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Just think about what you, what your metrics for success are. What are your metrics for success?? Yes, we want them all to pass perfectly and do all these things. But, if I don't laugh in a training, I go back and ask myself, why didn't I laugh in a training? Was there nothing enjoyable? Was there nothing funny? Was there nothing? And it doesn't. It's not, it has to be with someone. 'Did we laugh during training?' Can we find lightness even in the most serious environments? I think that it's very possible. And 'did I use everybody's name? Did I use everybody's first name or nickname and connect with them in a positive way?' That's another one, are those kind of two measurables that I try to have is I try to say everybody's name at least once in a positive way. Did I laugh? Those are two things that I think about every day.

Beth

And they link right back to your values.

Jocelyn

Yeah, and one's for me and one's for them. But if I'm not enjoying this, I'm not going to be a good person. And I'm not going to like who I am. If I want to stay in this, then I need to continue to like who I am with them and enjoy the, enjoy the.

Beth

Yeah, enjoy all the moments that you can find, right?

Jocelyn

Yeah, and I think sometimes there's like silly moments that happen, like Olivia Apps is a great example of this. She is on the world stage, world's most international stage and makes a mistake and comes off and is like, "that was chopped! That was crazy! I can't believe I did that!"

And again, it's critical, but in a way that doesn't hinder her ability to get ready for the next game, which is so important. So yeah, we have to look at it and go, yeah, that wasn't right. But at the same time, it's like, it's over, it's done. And we have to pack that away and learn from it and move on. We can't be like, some players come off and are still apologizing to me. And we're doing super well. And they'll come off. They've done 14 positive contributions. I'm exaggerating, you know - they've done 14 positive things in the game. And they come off and they say, "I'm so sorry I did that thing, that XYZ thing."

And I am sSO not thinking about that, but it's just like how they process things. And it's, it's just an interesting, it's an interesting thing for sure. And I remember it as an athlete. Just totally. You remember. It's why they are where they are. But at the same time, it's like just finding the balance of being critical and also pushing and holding standards.

Beth

It's such a human thing to hit up the, yeah, that one thing that was terrible as opposed to the 14 things that were great.

Jocelyn

Yeah, exactly.

Beth

I've got a final question. So the podcast, the podcast covers 15 minute episodes, one paper at a time. What's the paper or curious topic that you'd most want to hear about in a 15 minute segment as a coach?

SHOW NOTES

Jocelyn

Oh, what a good question. Oh my goodness.

Beth

Yeah, we like good questions here....

Jocelyn

Well, in my current, in my current reality, I actually have a double part. And it's one we're apart and one is one we're together. And I've actually started to ask this question because I need help in this area. So one is how to continue to have meaningful connection in a decentralized model. Not just like it's a Zoom and people are like in their cars and whatever, like in different time zones. Like how do we make that meaningful in a decentralized model? That's one.

And the other one is leading and coaching and teaching adults with ADHD. I don't have enough resources. As a teacher, I feel like when it's a student and it's a classroom, it's good. But their brains develop and change and their needs develop and change. And I don't know where to get the resources to help those...

Beth

...adult learners...

Jocelyn

...those adult learners. I just don't yet. I don't know how.

Beth

I think lots of people would echo those statements. So it's pretty brilliant that we've got, you know, a super high level coach who still looks at things kind of going, 'there's some other pieces I still want to learn and that I'm still stumbling on' right? I mean, I think the moment we stop thinking that we need to learn something is the moment we should stop coaching. But, you've really illustrated that incredibly well.

Jocelyn

Yeah, and that's something that's just been so present for me recently. And because we're decentralized, it's how the messaging for learners without kind of barriers or challenges is like one thing. That's already tough because we're coming back in, but then it's like, okay, well now add on top these few things. And then you're, 'is this the right way to do this?'

Beth

Yeah, let's give it a try and after action review.

Jocelyn

Exactly. So anyway, that's just, that would be a paper or two papers.

Beth

That might actually be two separate PhD theses with three papers attached to both! But yes, for sure.

Jocelyn

SHOW NOTES



That's right.

Beth

I know you love to talk about culture. Is there anything I didn't ask you that you wish I had?

Jocelyn

I think that culture can also... change and morph. And I think that's where we can be creative. And I think I just want to encourage coaches, anybody listening to this, is like, just be creative with it. So one of the things really like is brand new in Hong Kong. And every year we go to Hong Kong, since we had Iain (who's an assistant coach) who worked in Hong Kong, we look to the year, the Chinese zodiac, and always like reference it and make sure that we try to pull in a few pieces of culture of everywhere we go. And this year was not only the year of the horse, but it was the year of the fire horse. And so we got very excited by that, obviously, in our office. We love the creative part of it. And so we had the keepers of the team energy be our fire horses. So we equipped them with a few games and kind of icebreaker type things to lead the group with when we started the days. And we would do a few fun things. So it was something that we tried and we really, really liked this year. And it was something that we, you know, when you look at and start planning the year in the summer and in the I can tell you I wasn't thinking about the fire horses leading a sing-along! And it can come up and things can change and just try things and be creative. And I think most of the time they'll land. And maybe next time I can tell you about our hockey theme. But we did a hockey theme too, a whole Montreal Canadians thing.

Beth

I look forward to hearing more about that. I mean, I wish it was about my Ottawa Charge, but that's okay. Jocelyn, thank you so much. It's always a pleasure to talk to you. Thank you for agreeing to talk to me on the record. And I hope that other people can take away as much from the conversation as I have today.

Jocelyn

Yeah, definitely keep fighting the good fight, Beth. More people advocating for us, the better, and just making space for us to share our stories and know that our stories are equally as valuable as the win-loss column.

Beth

Thanks so much, Jocelyn.

Jocelyn

Awesome.

Beth

I'm Beth Barz, the Coach Developer. You'll find show notes and the full library of episodes at www.thecoachdeveloper.com. If any idea from today lands for you, like, subscribe, and share it with another coach this week. That's how research actually travels. See you next time.

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Original music created and recorded by Sean Patterson and Vinyl Safari Studio.

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