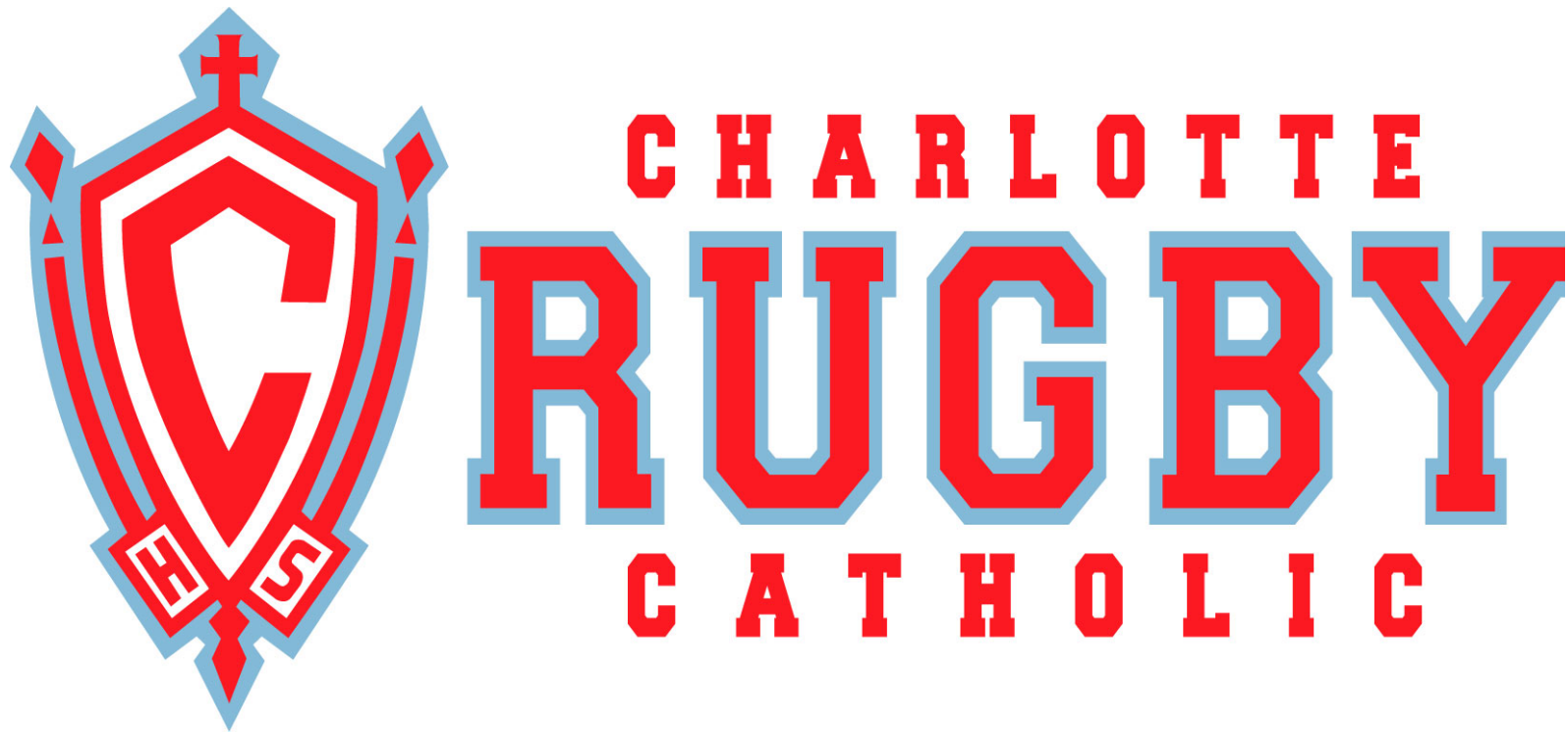

Winter Season 19|20



Charlotte Catholic High School Rugby Handbook

This document is a working document designed to outline the expectations, of both the individual and the collective group. This handbook is subject to change in order to adapt to progress and team identity.

Attitude

“The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, the education, the money, than circumstances, than failure, than successes, than what other people think or say or do. It is more important than appearance, giftedness or skill. It will make or break a company... a church... a home. The remarkable thing is we have a choice everyday regarding the attitude we will embrace for that day. We cannot change our past... we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude. I am convinced that life is 10% what happens to me and 90% of how I react to it. And so it is with you... we are in charge of our Attitudes.”

— Charles R. Swindoll

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Welcome to Charlotte Catholic High School Rugby.

Welcome to the 2018-2019 Catholics Rugby Program!

I am the new head coach, Nick Whitrow, and I am extremely honored to lead this program into this coming season. Over the next few weeks and months you will see some changes as we all work to build a strong culture that follows the core values of both this program and your greater faith.

This handbook will serve you as a go to information guide. It is long. It is packed with information and it is the basis of our program. My personal philosophy of coaching is something that I have been fine-tuning over the last decade and I am privileged to be able to teach principles of coaching at Clemson University. Furthermore, my philosophy of coaching is ever adapting. What fits one team may not fit another and so I try to be as flexible as possible.

I have many influencers as a coach, John Wooden, Eric Thomas, Bill Walsh, Clive Woodward the list is endless. Despite my English Heritage much of this handbook is based on a concise philosophy outline by the All Blacks. We will beg steal and borrow from many different programs in order to find the right culture for our program, but for now we will largely borrow.

There are many life skills and experiences that are born from rugby and my goal is to provide this program with the very best experiences.

We will be working on establishing a culture that is consistent with my values as a coach, your values as players and parents and the culture and beliefs of the school. I am very keen to install a culture based on meritocracy. There will be a hierarchy in this program, I find any coach who portrays that they don't have favorites is not being honest. As John Wooden once said, "I will love you all the same as players, but I will have my favorites". These favorites will earn the right to be favorites and will maintain their status through hard work. There is also no limit to how many favorites I will have. Essentially those who put forth the most effort on and off the field will become my favorites. It is your decision on whether you want to work to be a leader (favorite) or if you are content with following a lead. You will be rewarded and valued on the basis of the effort you put forth.

Finally I want you all to know that I am an experienced coach. I have coached D1 men's and women's collegiate level. I have coached EIRA and HSAA levels. I am a level 300 coach and I eat sleep and breathe rugby. I expect effort from you as players because I will put in the effort as a coach.

Here is to a great season! One that we can all gain great experiences from, and we should expect to work for every victory, of which there will be many.

Coach Nick

The Charlotte Catholic High School Rugby Program

Team Values:

1. Sweep the Sheds

Never be too big to do the small things that need to be done.

Before leaving the dressing room at the end of a game, some of the top players in the team – including Richie McCaw and Dan Carter – stop and tidy up. They literally ‘sweep the sheds’. It is an example of personal humility, a cardinal All Blacks value. Though it might seem strange for a team of imperious dominance, humility is core to their culture. The All Blacks believe that it’s impossible to achieve success without having your feet planted firmly on the ground.

Teach yourself humility.

2. Go for the Gap

When you’re on top of your game, change your game.

It is the philosophy and focus on continual improvement and continuous learning environment that is at the core of All Black culture. *When you’re on top of your game, change your game. Adaptation is not a reaction, but an everyday action.*

Even when at the pinnacle of success, look to do better.

3. Play with Purpose

Ask ‘Why?’

When Richie McCaw got his first All Blacks shirt, he spent a minute with his head buried in the jersey. *The person with a narrow vision sees a narrow horizon. The person with a wider vision sees a wider horizon.*

Better people make better All Blacks is the core belief, and understanding *Why?* identifies the purpose of being an All Black. Our fundamental human drive comes from within, from intrinsic rather than extrinsic motivations. The power of purpose galvanises individuals, and alignment in group behaviours.

What is your purpose?

4. Pass the Ball

Leaders create leaders.

Central to the All Blacks belief is the development of leaders and the nurturing of character off the field, to deliver results on it. This involves a literal and metaphorical handing over of responsibility from management to players, so that by game day the team consists of one captain, and 15 leaders.

Ownership, accountability and trust. Shared responsibility means shared ownership, a sense of inclusion means uniting individuals, and more collaboration means advancement as a team.

5. Create a Learning Environment

Leaders are teachers

Former head coach Graham Henry made pre-match time the team's own, as part of his devolved leadership plan. He left the players alone as a group to do what they had to do.

Mastery, autonomy and purpose are three drivers of All Blacks success, where success is defined as modest improvement, consistently done. For the All Blacks, leaders are learners, are teachers, as Jack Hobbs, former captain said: *Get up everyday and be the best you can be. Never let the music die in you.*

6. No Obnoxiousness

Follow the spearhead.

In Maori, *whanau* means 'extended family'. It's symbolised by the spearhead. Though a spearhead has three tips, to be effective all of its force must move in one direction. The All Blacks select on character over talent, which means some of New Zealand's most promising players never pull on the black jersey – because they don't have the right character, their inclusion would be detrimental to the *whanau*. Like all the great teams the All Blacks seek to replace the 'me' with the 'we'. No one is bigger than the team. The team always comes first.

Individual commitment to a group effort is what makes a team work. Connect with one another and strive towards a common goal.

7. Embrace Expectations

Aim for the highest cloud.

A culture of expectation enables the asking and re-asking fundamental questions, in order to achieve clarity. Humility allows us ask a simple question: how can we do better?

Go Forward! Recast your challenges into proactive goals. You have to be pro-active at all times, taking risks and responsibilities is one of the many skills you learn from rugby. This sounds

militaristic, but in its core it is true, rugby, at the end of the day, is a contest of strength, skill and intelligence.

Judge yourself against the best, create for yourself a narrative of extreme, even unrealistic ambitions and benchmark yourself to the ultimate. Make it an epic of what is possible.

8. Train to Win

Practice under pressure.

Brad Thorn's mantra, *Champions Do Extra*, helped him become one of the most successful players in rugby history. The philosophy simply means finding incremental ways to do more by preparation and practice. There's a Maori saying: *the way the sapling is shaped determines how the tree grows*.

All foundation for success on a rugby field is built in training. You win games in training. The ugly truth is that in most cases you get the results of your weekly training efforts and commitments in the game at the weekend.

The All Blacks run on individual integrity. This means total accountability, and by actions not words. No one is ever late for training, players set their watches ten minutes fast. A collection of talented individuals will fail without personal discipline. Ultimately character triumphs over talent, and for the All Blacks it is about training to win, practicing under intensity to replicate playing conditions.

Make practice your test, make it intense, it should be central to your culture. Training with intensity accelerates personal growth.

9. Keep a Blue Head

Control your attention.

One minute can decide the outcome of a game, as it can the outcome of a business situation. Avoiding poor decision making under pressure is vital.

Pressure is expectation, scrutiny and consequence. Under pressure, your thinking can be diverted. Bad decisions are made because of an inability to handle pressure at a pivotal moment.

In 2010, founding partners of Gazing Performance, Ceri Evans and Renzie Hanham, assisted in mentally preparing the All Blacks, providing a framework to think clearly and correctly under pressure:

- *Red Head* is a state in which you are off task, tight, results oriented, panicked and ineffective.
- *Blue Head*, on the other hand, is an optimal state in which you are on task and performing to your best ability, expressive, calm, in the moment.

In moments of pressure, the All Blacks use triggers to switch from Red to Blue. Richie McCaw grasps his wrists and stamps his feet, literally grounding himself. Using these triggers, the players aim to achieve clarity and accuracy, so they can perform under pressure.

To act rather than react, move from volatility and an ambiguous space to having mental clarity, control your attention. *Clear thought, clear talk, clear task* is McCaw's mantra.

10. Know Thyself

Keep it real.

Honesty drives better performance for the All Blacks:

Honesty=Integrity=Authenticity=Resilience=Performance

Often attributed to Socrates, the phrase *know thy self*, is a key tenet of the All Blacks philosophy, believing that development of the authentic self is essential to performance.

High performance teams promote a culture of honesty, integrity, authenticity. The All Blacks' socials deliberately hark back to the local rugby culture each player came from, reminding them of why and how they came to be here. No international superstar status, they simply keep it real. *Better people make better All Blacks*, is an All Black credo.

11. Sacrifice

Find something you would die for and give your life to it.

Focus is vital for the All Blacks, and there is no paradox – play to win, don't play not to lose. *Don't be a good All Black, be a great All Black.*

As highlighted earlier, *Champions do extra*, give everything you have – then a little bit more. *What do you offer the team? What are you prepared to sacrifice?* Champions give the extra, discretionary effort and sacrifice it takes to do something extraordinary. Give your best, treading water is drowning.

What is the extra that will make your team extraordinary?

12. Invent your own language

Sing your world into existence.

There is a 'black book', which was for a time, for All Blacks eyes only. Its collected wisdom in the form of aphorisms still informs the culture:

- No one is bigger than the team
- Leave the jersey in a better place
- It's not good enough to be good, it's about being great
- Leave it all out on the field
- It's not the All Black jersey, it's the All Black man
- Front up – or get lost!

It was a system of meanings that everyone understood, a language and vocabulary, a set of beliefs that bind the group together. These have subsequently evolved to *Humility, Excellence, Respect* as the three words at the core of the All Blacks ethos.

Apple under Steve Jobs had the same approach to developing a credo:

- Stay hungry stay foolish
- Why join the navy when you can be a pirate
- Insanely great
- Think different

Develop strong resonant values using a common language in your business, it connects personal meaning to the business vision of the future.

13. Ritualise to Actualise

Create a culture.

A key factor in the All Blacks success was the development of the new haka, *Kapa o Pango*. Rituals reflect, remind and reinforce the belief system to reignite their collective identity and purpose.

Building a great team requires individuals who enjoy a deep degree of trust in one another, the trust that teammates are not just dedicated but also up to the challenge.

Au, au, aue bā! – It's our time! It's our moment! the final line of the haka.

<http://www.youtube.com/watch?v=We77jIAHzl8>

14. Be a Good Ancestor

Plant trees you'll never see.

The All Blacks task is to represent all those who have come before them, and all those who follow.

There's a fundamental Maori spiritual concept called *whakapapa* – the rope of mankind, an unbroken chain of humans standing arm in arm from the beginning of time to the end of

eternity. As the sun shines on you for this moment, this is your time, it's your obligation and responsibility to add to the legacy – to *leave the jersey in a better place*.

In 1999 Adidas ran a commercial starting with Charlie Saxton, then the oldest living former All Blacks captain, pulling a jersey over his head and is 'reincarnated' as Fred Allen, the greatest All Blacks captain and coach. In chronological and successive jerseys it created a lineage of leadership to the then captain, Taine Rendell. *The legacy is more intimidating than any opposition*. This captures the essence of leading for sustainability.

<http://www.youtube.com/watch?v=5gAiOkMGx4g>

Take stewardship of your team as responsibility to add to the legacy. Be a good ancestor, this is your footprint, your brief moment in the sun.

15. Write Your Legacy

This is your time.

When a player makes the All Blacks, they're given a small black book. The first page shows a jersey from the 1905 Originals, the first tour. On the next page is another jersey, that of the 1924 Invincibles, and thereafter, pages of other jerseys until the present day, and pages with principles, heroes, values, the ethos, the character of the team. And then the rest of the pages are blank, waiting to be filled. By the player.

Write your legacy.

References

Kerr, J. (2013). *Legacy: 15 Lessons in Leadership*. Constable

How We Play: The P's

- **Pace.**

Everything we do we do at pace. We get to scrums first and get set first at lineouts. We get back 10 on penalties with pace. We move between drills at training with pace.

- **Power.**

We are powerful in all we do. Strong body positions in contact, explosive power into breakdowns and we work to be the strongest self we can be.

- **Purpose.**

Pace and power without Purpose is pointless. Pace and power without Purpose is pointless. Remember this! Uncontrolled pace and power is detrimental to the program if is not applied in a direction congruent with the purpose of the team.

- **Precision.**

Execution of our purpose dictates the level of success we achieve. It is therefore imperative that we execute accurately. Our purpose is irrelevant if we cannot accurately execute it.

- **Positivity.**

Positivity is a key factor in our growth. Delivery of a critique is something that can make or break a team. At all times we need to keep a positive demeanor. In my experience as a head coach only 1 or 2 people in an entire program react well to being called out and challenged. The challenge comes from within. Support your teammates by being positive, even when you're being critical.

- **Positive Pressure.**

On offense and defense we will execute relentless pressure. The pressure will be positive in accordance with our purpose. The pressure will come from performing with Pace, Power and Precision

- **Pride.**

Have pride in what we do and how we do it. At all times you represent not just you but also your family, your coach, your school and your teammates. We need to show every team we face that we are not only outstanding rugby players but also outstanding men. We will sweep not only our sheds but also the sheds of others.

Charlotte Catholic Rugby: Core Values:

Orderliness & Ownership

We will be observant of the world around us and become disciplined and calculating in our approach to the process as we develop order around us in a constantly progressing world. We will take an extreme ownership in the process of developing self and team; we will proactively take on arising challenges and take a personal responsibility in the pursuit of excellence.

Accountability & Adaptability

Accountability, simply, is honoring our commitments—striving to do what we say we're going to do, the first time we say we're going to do it and encouraging others to do the same. In life, like in Rugby, things can change unforeseeably, and it is those that can adapt most quickly to overcome the challenges at hand that will thrive.

Leadership & Loyalty

Leadership, for us, is defined as being the athlete with the unselfish concern for the good of the program and who has ownership in the development of himself and his teammates, who will give them the accolades for success while burdening himself with the blame for failure; if we keep this in mind, we will be loyal to ourselves, loyal to our mission, and our supporting actions will not be forgotten because we will not forget the actions or people that helped us along the way.

Service & Stewardship

"Not to be served, but to serve." We seek to leave this place better than we found it; we will be respectful to all, kind to those who are less fortunate than us, and we will be our brother's keeper--for, ultimately, in this life the only things we keep are those which we give away.

TEAM EXPECTATIONS 2018-19

Academic:

Academia supersedes Rugby always. I will liaise with school officials and any Rugby athlete found not to be “in good standing” academically, will expect to miss out on experiences.

Athletic:

1. You must attend all training sessions, and strength and conditioning sessions. Everyone should be at practice, injured or not. If you are sick, you must contact trainer and coaching staff at first signs of illness. Unexcused misses will result in reduction in game time and/or experiences.
2. ALL team members (Rostered for game day or not) will meet at The Stadium 90 minutes prior to match, in uniform on home match days. All team members will sit in the front row on the side of the home bench and be dressed in pre-determined gear.
3. All team members will have conditioning testing to complete. Those falling below the required standard will be unavailable to compete until they are in condition to play. Specific guidelines will be in place to assist those who are below the minimum requirement and will assist these athletes in meeting the Charlotte Catholic Rugby program standard.
4. Medical care (injury or illness) should be coordinated with our athletic trainer and head coach.
5. You must inform our athletic trainer of any skin infections.
6. All team members must always be ready to compete. The possibility of being inserted into the lineup could come at any point.
7. You are expected to follow through daily with rehabilitation and treatment until released by the athletic trainer or physician.
8. Cell phones are to be stowed 60 minutes prior to ALL kick offs. Phones may be used for music but all social media and text messages should cease until after the Game has finished and the coaches have broken it down. All emergency calls should be directed to a coach, manager, trainer or steering committee member.

Social Media Use

Student-athletes are permitted to have profiles on social networking sites such as Snapchat, Twitter and Facebook.

This is contingent upon the understanding that

- a.) No offensive or inappropriate pictures are posted,
- b.) No offensive or inappropriate comments are posted, and
- c.) Any information posted on the site does not violate the ethics and core values of Charlotte Catholic Rugby, the Charlotte Catholic High School Athletic Department; not violate the High School nor Athletic Department Codes of Conduct, and all other local, state and federal laws.
- d.) All content posted is not done so as a representation of Charlotte Catholic Rugby Team or the School itself.

Coaches have the authority to limit their team's access to, and use of social media during specified time periods, such as in and around game time (including players who are not rostered).

General:

1. You must attend all team meetings (Convocation, award banquets, physicals, Compliance, etc.) AND be dressed appropriate for the occasion.
2. **BE EARLY!** If we set a time to meet or leave, be ready. Get taped or treatment before or after practice time. Communicate any conflicts with the coaching staff. Five minutes early is on time, on time is late. Late is left behind.
3. **Treat your teammates with respect.** Absolutely no hazing of team members. We are a family. We are One!
4. **Fighting is prohibited. Do not start or finish a fight. You must report any altercations/problems to a coach immediately. THIS APPLIES TO GAMES WITH OTHER SCHOOLS.**
5. The consumption or possession of alcohol is prohibited for all student-athletes, regardless of age, during any function while you are representing Charlotte Catholic High School Rugby (e.g., road trips, tournaments, hotels). **To clarify there is a zero tolerance for alcohol or drugs in this program. Anyone caught with any such contraband will face reprimand and likely expulsion from the rugby program.**

6. You are responsible for any information sent via email, voicemail, text message, or Team App software; check accounts as frequently as you do social media. Only music with appropriate language, and played through the team Pandora/spotify account, will be played in the practice facility/Game days. Keep your language appropriate. You must FRIEND/FOLLOW/LIKE Charlotte Catholic High School Rugby on Facebook, Twitter, Instagram, and Snapchat.

Equipment:

1. **You must wear CCHS issued gear at all practices (e.g. Training, strength and conditioning)..**
2. You must wear Charlotte Catholic Rugby issued gear at all competitions (no exceptions).
3. Equipment issued must be turned in immediately at the conclusion of home competitions and upon bus arrival from away competitions. This is a team effort where everyone must ensure all equipment is returned/stored before leaving the facility. Captains will take lead.
4. This is your notice... any equipment left on the field or locker room floor will be discarded. Any team issued gear lost will be replaced at your expense.
5. Mouthpiece is MANDATORY in practice.

Practice locations, Home Field and Away game field:

1. All fields are to be left better than you found it, which includes:
 - a. Putting all weights back in their respective locations for workout sessions
 - b. Wiping down all benches after weight session
 - c. Never removing any equipment from weight rooms.
 - d. Tidying up all rash (yours + theirs=ours)
2. Do **NOT** drop weights including dumbbells, barbells & kettle bells--if you can pull/push the weight, you can control it back to the floor
3. Athletes are expected to be warmed-up and ready to start on time
 - a. 15 minutes before scheduled time is mandatory; 20 minutes is preferred
 - b. Athletes showing up late are subject to the following discipline
 - i. 1st Offense – Self-improvement workout for you and your Training Partner to be made up with Sports Performance Coach
 - ii. 2nd Offense – Self-improvement workout for you and your Training Partner, and Meeting w/ Sports Performance Coach & Head Sport Coach to discuss tardiness
 - c. Missing a lift unexcused – Self-improvement workout for the team will be scheduled.
4. Skipping reps/exercises during the lift will **NOT** be tolerated. You must complete all programmed lifts/workouts that are assigned to you. Your other required lifting from other sports will be taken into consideration and your program adjusted accordingly

BE POSITIVE & READY TO MAKE YOURSELF BETTER

Athletic Training Room Guidelines and Expectations:

- **Schedule appointments**
- Be on time for your treatment time- if you are late, you will be asked to leave.
- No spandex, compression shorts- unless if taking an ice bath.
- Bring your own towel for ice baths>Showers. You will not be provided one. Showers are just polite to society
- Please make sure to sign in for treatment before you leave the athletic training room.
- Make sure you communicate with both Coach and trainer about injuries/illnesses/infections.

Subject to change

Essential Applications

→Team app

Important Dates



PHONE

Coach Nick Whitrow	704 591 5581
Coach Tim Bahr	704 201 6199
Coach Spenser Cote	704 400 6055
Coach Mark Keough	704 607 5317
Coach Mike Felts	704 840 6150

EMAIL

nick.whitrow@cchsemail.org
tbahr62@gmail.com
spenser.cote@gmail.com

Rugby Athletic Equipment Policies/Procedures

Equipment and apparel provided by the department of athletics is intended for the use of student-athletes and staff related to their function or position with the department. It is not permissible for a student-athlete or staff member to sell, barter or trade any items issued to them.

No equipment is to be removed from the locker room for any personal use without prior permission and consent from the head coach, equipment manager or staff. The items issued to student-athletes are property of Charlotte Catholic Rugby and any removal or use without permission is impermissible.

All student athlete equipment transactions will be recorded by the coaching staff.

Practice Gear:

Adidas Gear: Athletes will be issued various articles of Adidas clothing throughout the season. These items are intended to be used **ONLY** for team related functions (Meetings, Traveling to and from practice/road trips/ etc.)

Match Gear: Prior to each match, Players will be issued with their game kit. These items are issued and labeled per position. If the gear is not collected after the match by a coach/manager, the gear must be turned back in no more than a day after returning from competition.

Replacement of Lost Gear: If any gear is lost and needs to be replaced, the Student-Athlete is responsible for the replacement cost of the item if the item is able to be re-issued through remaining stock.

Quit/Leave Team: If at any time a student athlete is no longer an active member on the official roster, all gear that was issued to them during their time on the team must be returned within 2 days except for gear covered by the athletes membership fee. The student athlete will be charged replacement cost for any gear that is not returned.

Starting Lineup Policy

Performance and Effort in Training

All Players are expected to put forth their upmost effort in all training sessions including but not limited to, lifting sessions, on field training sessions, classroom/video sessions, philanthropic events and recovery sessions. While attendance is mandatory, and maximum effort is expected, any incongruence between players levels of effort will guide the selection of the Starting team in both 7s and 15s competition.

Performance and Effort in The Classroom

All players are expected to and will be accountable for their effort and performance within the classroom. Any player who is reported by their academic institution for under performing in the classroom may lose their starting position on the roster regardless of their athletic performances.

Competitions

How an athlete competes also plays an important role in who is selected in the starting XV. If an athlete plays much better in competition than the starting player in his position, the coaches might place this player in the starting spot over the original starter, regardless of seniority and/or previous performances in prior games.

Coaching Staff's Discretion

The coaches have the right to replace any starter as they see fit with another athlete, even if the decision is not based upon the two previous categories. The goal of the coaches in creating a starting line-up that is best for the team; they have the final say in this matter. The right to challenge for a starting spot is a privilege, not a right so it must be earned. In addition to being the best Player in the position, a starting player must also have solid grades and progress toward their degree, be a good teammate, and conduct himself in a manner consistent with our team's mission, vision, and values. There also may be occasion where the best player in the particular position does not start due to "team chemistry" as deemed by the coaching staff.

Non league Matches

In non-league matches, the coaches have the discretion to apply changes that may not be consistent with the strength of selection in league fixtures. This enables the coaching staff to try new combinations of players and nurture younger players in the squad.

Injured Players

All players are subject to removal from any and all games on the direction of the Athletic Trainer/medical team. The safety of all players is paramount and the risk of further injury will be assessed by the Athletic training staff .The medical team has the final say in player eligibility for a game.