



**NETBALL**  
NEW ZEALAND  
POITARAWHITI AOTEAROA

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# Introduction to Team Managing

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**We live this game.**



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*NNZ would like to thank Cadbury for their generous support of our remarkable Netball volunteers. Cadbury as the Official Volunteer Partner of NNZ make it possible to deliver the NNZ volunteer strategy.*

# Introduction

## How to use this resource

The 'Introduction to Team Management' resource aims to serve as a source of basic information around the foundation skills and elements of the team manager role for team managers of all levels.

This information can be applied to the different levels and needs of many Netball teams from secondary school through to age group representative, premier club and beyond. The information is also designed to support team managers with little to no experience as well as those who have been managing teams for years.

In this handbook a school/club/Centre co-ordinator is often referred to. The co-ordinator that you liaise with will depend on what team you are managing – a school team, club team or a Centre representative team, for example.

*NNZ would like to thank all team managers for their time, effort and contribution to Netball in New Zealand.*

I am very privileged to be the team manager of the Silver Ferns and absolutely love the challenge of the role I play as part of a high-performance environment. For me, it's all about being part of something bigger than myself and contributing to the team, ensuring the team can run effortlessly and focus all their energy into the on-court performances. It's a bonus that as part of that you get to form lifelong relationships and have a lot of laughs – all while creating many memories together.

Having been in my role for 12 years now, I've learnt how diverse the tasks can be and how essential it is to be able to adjust and adapt on the go. Things don't always go to plan, no matter how well they have been organised, but your ability to adapt and be flexible will be what sets you apart from others.

The most important skills you'll need are communication, relationship building, organisation, planning and adaptability. Remember, the team manager takes care of everything off-court so that the coach and players can focus on performing to their full potential on-court.

I am very excited that these resources now exist to provide support and development in this space. Be sure to make the most of all the great tips and templates available!

All the best for your season ahead and a very big thank-you for all you do in this role.



**Esther Molloy**

Silver Ferns Team Manager



*Check out these other resources for team managers:*

- Team Manager's Season Handbook
- Team Manager's One-Day Tournament Handbook
- Team Manager's Multi-Day Tournament Handbook

# The Team Manager's Role

The team manager is responsible for planning and organising all the logistics that relate to the team in the off-court environment. This often involves planning and organising for trainings, travel, accommodation, event/game requirements, team finances, administration tasks, time management as well as the conduct of team members.

The coach will have primary responsibility for controlling all areas that relate to the on-court environment, from the preparation of players to the team's performance out on court. They will also lead the overall direction and governance of the team.

As team manager, it is important to work very closely with the coach. Ensure these roles are clearly defined right from the start of your relationship. Aim to identify responsibilities for specific areas/tasks to ensure the best outcomes during the season. You are also likely to work closely with the coach to develop a high level of team spirit and camaraderie.

A key part of the role is to be the link of communication between the team, coach, parents and administrators of the school, club, Centre or Zone. Be prepared to deal with all the day-to-day matters of the team so the coach is free to coach.

Aim to be calm, punctual, organised, approachable, flexible and prepared – ready for any situation that might arise.

## MANAGERS ROLE: OFF-COURT



Transport



Planning



Uniform



Nutrition and Hydration



Admin

## COACHES ROLE: ON-COURT



Relationships



Positions

Trainings

Game Play



Scoring, Timing and Statistics



Communication



Equipment



Accommodation



Team Culture



Team Finances



Health and Safety



Team Conduct



## EXAMPLE: TEAM MANAGER'S JOB DESCRIPTION

### General

- Support an effective, co-ordinated approach to the management of individual players.
- Encourage the team to live by the values, culture and expectations that have been agreed upon as a group. Support the understanding and reinforcement as necessary.
- Provide leadership in off-court matters.
- Be familiar with the rules and protocol of the competition.
- Recognise and understand the individual needs of team members and provide appropriate support.
- Welcome and induct any new players coming into the environment.

### Operation and Logistics

- Set up and regularly use the team communication platforms and pathways.
- Keep the players and team management up to date regarding all relevant planned details.
- Maintain an up-to-date calendar of season dates.
- Share expectations with the team in regard to their uniform.
- Consider whether the welfare/well-being and safety requirements for the team have been met.
- Keep track of the team's finances.

### Trainings

- Arrange venue requirements and bookings alongside school/club/Centre co-ordinator.
- Co-ordinate the required support personnel – umpires, additional players, additional coaches/instructors.
- Attend trainings as required to complete filming, statistic recording, timing and any other tasks required by the coach.

### Game Day

- Take responsibility for scorecards/score-sheets, team cards, match timing and/or scoring.
- Communicate game day timings and responsibilities.
- Support the well-being of players before the game, during breaks and post game.
- Record match statistics as required by the coach.

### Equipment

- Organise and maintain the required equipment for training and games.
- Oversee distribution of the uniform [if required].



*More detail around a team manager's day-to-day tasks during a season can be found in the NNZ Team Manager's Season Handbook.*

## Organisation

Being able to juggle all the different elements involved comes down to one thing – being organised.

A team manager must be able to wear multiple hats at one time, be two steps ahead of the rest of the team and have plan B, C and D up their sleeves.

Being organised does not mean that you must do everything yourself. Encourage the players to take responsibility for tasks that you can delegate and trust them to complete, e.g. the transporting of gear and equipment to trainings and games.

Setting up systems and processes will allow for a smooth season and the space to manage issues if they arise.

## Understanding People and Relationships

*People are at the core of a team and this role – the ability to create, build and cement relationships – is important for any successful team manager.*

### WHY ARE RELATIONSHIPS WITHIN A TEAM IMPORTANT?



**Increasing feelings of competence, connectedness and independence**



**Personal and social development**



**Developing independence and confidence**



**Increasing feelings of belonging and value**



**Developing resilience**

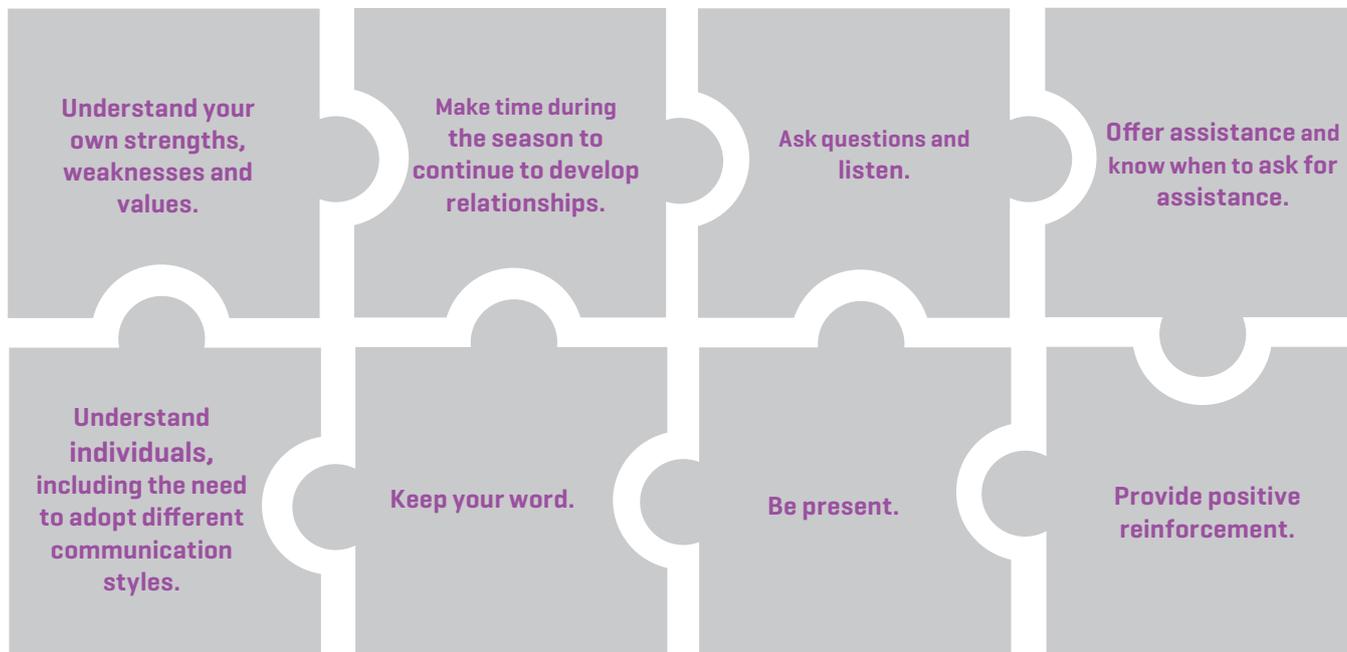


**Improving mental well-being**

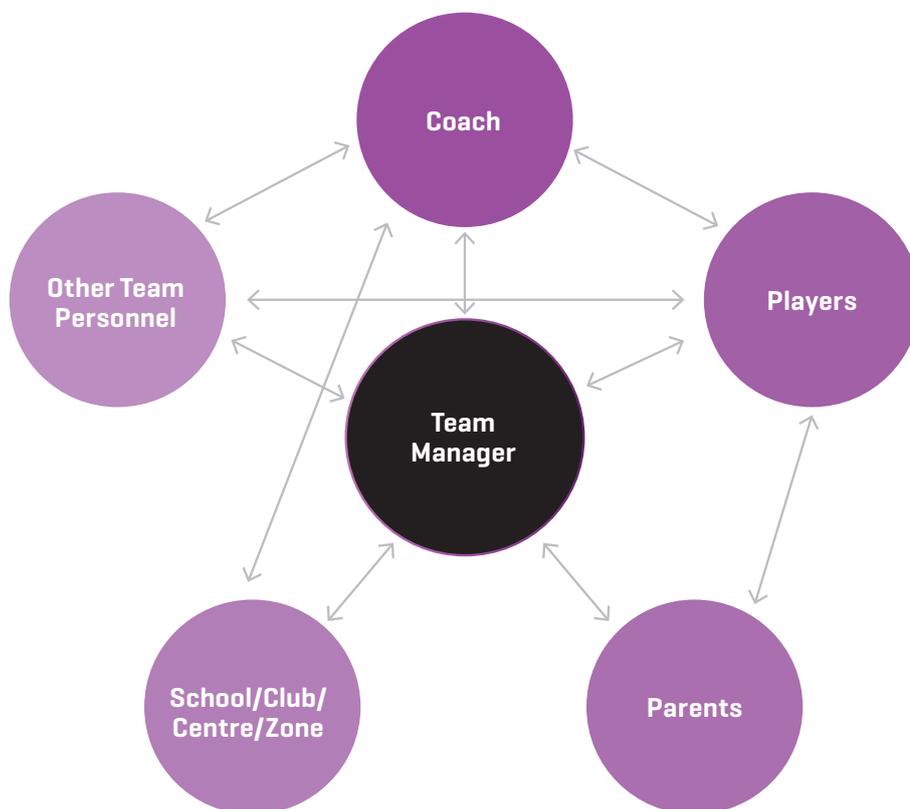


**Reducing isolation and loneliness**

## HOW TO BUILD RELATIONSHIPS



## DIFFERENT RELATIONSHIPS THE TEAM MANAGER HAS WITHIN THE TEAM ENVIRONMENT



## Managing Key Relationships



The **MOST** important relationship to get right each season is the one you have with the coach. It is important for you both to be 'on the same page' and for you to have a sound understanding of their expectations and needs. This helps to build mutual respect and clarity regarding each other's responsibilities. It is also beneficial for players and family/whānau to see that the two roles work well together as a team.

### Consider:

- Having a pre-season meeting together to establish the foundations of your working relationship. Discuss role clarity, expectations, team vision and goals, communication pathways and responsibilities.
- Having open lines of communication between roles.
- Having check points during the season to track how the relationship is developing as well as monitoring how well the team is functioning.



Creating a relationship with each player helps improve the overall team morale and can help the team to accomplish its goals. Genuine relationships generate a higher level of trust, better communication, as well as a stronger training environment, athletic progress and personal growth for players.

### Consider:

- Sharing relevant information about players with the coach as necessary or if it may affect on-court performance. This information may be shared with you by the player or possibly overheard.
- Aligning with the Netball New Zealand player-centred philosophy. It can be helpful to attend a coaching workshop like Player-Centred Coaching so that you are familiar with the coaching methods/approach.
- Giving the players an outline of the coach and team manager's roles and responsibilities so they know who they can turn to for different team-related aspects.

## FAMILY/WHĀNAU



Family/whānau have a **HUGE** influence over a player's views and feelings. Getting to know your players' family/whānau will not only help them to support the team but it will also help you to get the support you need from them during the season, e.g. sideline scoring, providing meals during tournaments and transport assistance, and completing necessary forms.

### Consider:

- Setting up a pre-season family/whānau meeting to induct them into the philosophy and direction of the team for the season. Together with the coach, cover subjects like: coaching philosophy, team values, goals and expectations, game time expectations, sideline behaviour and the communication methods/pathways both to and from the coach/team manager to the players and family/whānau.

## OTHER TEAM PERSONNEL



[Physiotherapist, Strength and Conditioning Trainer, Nutritionist, Athlete Life Mentor, Mental Skills Coach]

There may be times where there are other team personnel involved with the team. This may be for the full season or just for a day or multi-day tournament. It is important to have a good working relationship with all parties to assist the team to achieve its goals. Ensure these personnel have all the information they need to enable them to adequately do their jobs and work with them to make sure all the needs of the team are met.

### Consider:

- Setting expectations and role clarity early on, similar to the coach and team manager's pre-season meeting and relationship building.

## SCHOOL, CLUB, CENTRE, ZONE



It is important to be familiar with all specific information relating to the school/club/Centre (and on occasion Zone). A team manager is the link between the representative of the school/club/Centre and the team.

### Consider:

- Learning all the key information early on, to assist your team throughout the season.
- Requesting an induction and/or handbook.
- Where to find key information like registration forms and draws.
- Familiarising yourself with all rules and regulations relating to your team and the competition.

## TEAM MANAGER'S NETWORK



A great way to accelerate your learning, share experiences and meet new people is to start creating your own network of fellow team managers from your school/club/Centre or Zone. Having others around who are going through the same things or have been through it all before is very helpful during a season or tournament, no matter what your current experience level is.

### Consider:

- Sharing tips and ideas.
- Sharing and reusing resources that already exist.
- Sharing stories and experiences.

## Communication

*Most if not all communication should go through a central team point – this is typically the team manager. This central point allows for clearer communication pathways and more consistency in messaging.*

Having one point of contact for the team is another example of allowing the coach to focus on the on-court performance and the team manager taking responsibility for off-court aspects. Share anything with the coach that may impact on the on-court performance.

Setting up an appropriate communication platform and pathway early on in the season is key. This could be emails, texts, a communication platform such as WhatsApp, a Facebook Group, or a specific communication app such as Slack, sportsYou or Heja. Think about the age/level of your team members, what is the most appropriate form of communication for them?

In one of the early communications it is a good idea to set the scene so that everyone understands what is required to be part of the team and the expectations around communication. You could also include any code of conduct and rules for teams from the school/club/Centre.

### Consider:

- Combining all information into a weekly update as this will help make sure no details are missed. That way, players and family/whānau will know to expect just one piece of communication each week including game information and training times, the theme for the week, as well as any updates from the school/club/Centre.

## Know Your Core Values

*Your values are the lenses through which you view yourself and the world around you. Knowing your core values is like having a life compass – guiding your direction.*

Values help us to find our purpose, react more positively in difficult situations and to make decisions. They help us clear out clutter and develop a better sense of yourself, therefore increasing confidence.

In a sports team environment, understanding both your values and those of other team members allows for stronger team interactions. You will also have a deeper level of understanding about how you and others are likely to react in different situations.



## Understanding the Importance of Team Culture

*Culture is a measure of the observable behaviours your team and organisation promotes and accepts. Ultimately, culture is best defined simply as ‘the way we do things around here’.*

Culture is not what you think or want to do, it is what you do! Some teams profess to have a certain culture but actually behave in a very different way; they do not ‘walk the talk’. Culture is the ‘talk you walk’. Your team’s culture results in whether you have effective and productive outcomes or ineffective and unproductive outcomes.

Think of your team’s culture as the foundation or the building blocks of your entire season. Research has shown that the most successful teams have a culture in which everyone in the team is on the same page. The more closely aligned your team is, the better chance your team has of avoiding stress, conflict and turnover. A strong team culture yields strong team results.

Part of your role is living and breathing the team culture, leading by example and also holding the team accountable (alongside the coach and leaders) for ‘walking the talk’.

## Appropriate Understanding of NetballSmart Information Relevant to Age Level of Team

*To align with NNZ’s philosophy around NetballSmart, you should be aware of the six principles of NetballSmart. These also help to inform your planning and understanding as well as sharing information with players and family/whānau.*

There are NetballSmart Development Officers in the Zones and NetballSmart Centre Activators at the Centres. Connect with them to assist in educating the team and family/whānau about NetballSmart.

The NetballSmart [website](#) has a large suite of resources for teams from NetballSmart Dynamic Warm-up, the Six Principles, through to Recovery and Nutrition:



### Smart Preparation

Smart Preparation prepares the mind and body before you reach the court.

### Dynamic warm-up, cool down and recovery

Warming-up before Netball prepares you for the upcoming activity. Cooling down prepares you for the rest of the day, while recovery prepares you for the next training session or game.

### Smart Movement

Smart Movement is developing a players’ skill and technique correctly which allows them to compete and enjoy their sport.

### Smart Training

Smart Training is ensuring the players’ body is prepared to play. This includes loading, endurance, strength, power and flexibility.

### Smart Player Well-being/ Welfare

Smart Player Well-being/ Welfare is ensuring there is a holistic awareness and approach to a player’s health and wellbeing.

### Smart Injury Management

Smart Injury Management is ensuring injuries are identified assessed and reported early.

## Base-level Understanding of Player Nutrition and Hydration

*Depending on the level of play (especially for tournaments), a team manager will need some knowledge of player nutrition.*

For school-aged teams, this may be ideas around good snacks and drinks to have on game day or a good lunch to bring to a tournament. For more high-performance/premier teams, this may include education and resources around daily nutrition recommendations, good snacks and hydration to have at training/game day, and organising meals/snacks/hydration for players for a tournament.



*More detailed information around nutrition and hydration, especially for tournaments, can be found in the **NNZ Team Manager's One-Day, Multi-Day Tournament Handbook**.*

## Have a Sound Knowledge of the Rules of the Game

*Team managers need to familiarise themselves with the rules of Netball, from Centre regulations through to the International Rules.*

This includes regulations around things like uniform, substitutions during the game, timing of breaks and drug testing. Ask your school/club/Centre co-ordinator for more information around the relevant rules for your team level.

### Consider:

- Carrying around a copy of the International Netball Federation's (INF) Rule Book – these can generally be purchased from your Netball Centre. You can also check out an app that has been developed in 2020 called Rules of Netball.



*It is a good idea to complete the 'Learning to Umpire' online learning module, More information can be found here: [www.netballnz.co.nz/get-involved/umpiring](http://www.netballnz.co.nz/get-involved/umpiring)*

## Health and Safety/Risk Management Plan

*Regardless of how much organisation and planning is done, due to the nature of any team environment there may always be aspects that don't go to plan and are out of your control.*

It is important to be aware that schools/clubs/Centres will likely have their own Health and Safety policies and procedures; however, it is always worthwhile to give some thought to your own risk management plan.

The following is a list of some of the aspects that may need to be addressed during the season that should be discussed with your coach and/or school/club/Centre co-ordinator:

- Breaches of team conduct – lateness, negativity, misconduct
- Illness
- Injuries
- Potential impact of COVID-19
- Unsafe environment; potential risks/hazards
- Traffic issues affecting players getting to/from trainings and games
- Last-minute changes to training facilities or allocated match court

Ensure the process for who to report to and when is understood in the instance of a serious incident, accident or Health and Safety concern.

When managing teams with children it is likely that you will need to complete a Police Vetting and Child Protection process. Sport New Zealand have created a Community Guidance Portal which includes a section on Child Protection; check out the information and resources [here](#). More information on the Police Vetting Process can be found [here](#). The school/club/Centre co-ordinator will probably be able to arrange this vetting for you.

## Game Scoring, Game and Break Timing and Match Statistics

*Team managers need to understand the basics around scoring and timing a Netball game at your required level.*

A demonstration of scoring and timing can often be provided by the school/club/Centre or an umpire. Be aware that different competitions (and often tournaments) may use different methods of scoring and timing.

Timing game breaks enables the coach and players to ensure they are ready to take the court at the appropriate time to recommence play.

### Consider:

- Discussing with your coach how they like to receive time updates during breaks, e.g. a tap on the shoulder or calling out the time left in the break.
- Collecting game statistics is something that you may have to do, although this typically applies to higher level teams. Have a discussion with the coach at the start of the season to identify their expectations and your responsibilities around game statistics.



*Some examples of scoring and statistics sheets can be found in the Tips and Templates section of the **NNZ Team Manager's Season Handbook**.*

## Team Brand and Upholding the Code of Conduct

*As part of the off-court area of responsibility, be mindful of the 'Team Brand' and how team members are looking and behaving.*

Once the team standards [code of conduct] have been established and the expectations from the school/club/Centre have been made clear, it is part of your role to encourage that these standards and expectations be upheld.

The standards and expectations should be clearly communicated to all involved with the team. It is then everyone's responsibility to uphold these. However, the team manager generally acts as the main connector between school/club/Centre in this area, to enable the coach and players to focus more on the on-court aspects of the team.

You are always representing your school/club/Centre when part of a sports team, especially when wearing your uniform. Consider how the team is portrayed in the public eye. It is often observed that a well-dressed united team entering the playing venue can be an imposing sight to its opposition too.

At the start of the season have a discussion with the coach and players about what your 'Team Brand' looks like. It could include things like everyone wearing the correct and well-presented uniform when representing the school/club/Centre, keeping the team bench in order [helps with smoother-running game breaks as well], and always being respectful and well behaved, especially in public e.g. planes, restaurants and pools.

### Consider:

- All team members should be conscious and responsible of their own behaviour and appearance. However, empowering team leaders or brand champions within the team helps to spread the responsibility and allows for more eyes to be on the ground when it comes to keeping the team accountable for promoting a positive 'Team Brand'.



## Code of Conduct and Ethics

*Regardless of your 'Team Brand' and/or code of conduct established by your school/club/Centre, all players, coaches, team managers, umpires and match officials fall under the NNZ Code of Conduct and Ethics. All team managers should be familiar with the following information.*

### **NNZ CODE OF CONDUCT AND ETHICS**

As a member of NNZ, you must meet the following requirements in regard to your conduct during any activity held by or under the auspices of NNZ, a Zone or a Netball Centre and in any role you hold within NNZ, a Zone or a Netball Centre:

1. Respect the rights, dignity and worth of others.
2. Be fair, considerate and honest in all dealings with others.
3. Be professional in, and accept responsibility for, your actions.
4. Make a commitment to providing quality service.
5. Demonstrate a high degree of individual responsibility, especially when dealing with persons under 18 years of age.
6. Be aware of, and maintain an uncompromising adherence to NNZ standards, rules regulations and policies.
7. Operate within the rules of Netball, including national and international guidelines which govern NNZ, the Zone and Netball Centres.
8. Understand your responsibility if you breach or are aware of any breaches of this Code of Conduct and Ethics.
9. Do not use your involvement with NNZ, a Zone or Netball Centre to promote your own beliefs, behaviours or practices where these are inconsistent with those of NNZ, a Zone or a Netball Centre.
10. Wherever possible, avoid unaccompanied and unobserved activities with persons under 18 years of age.
11. Refrain from any form of abuse towards others.
12. Refrain from any form of harassment towards, or discrimination of, others.
13. Provide a safe environment for the conduct of any Netball or Netball-related activity.
14. Show concern and caution towards others who may be sick or injured.
15. Be a positive role model.

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# Conclusion

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All the best for your upcoming season. Enjoy your team and your experience in this role. We trust you can take something from this handbook to assist you in facilitating a smooth experience for both yourself and the team.

Be sure to check out the additional resources for team managers that cover specific information for supporting a team for a season, one-day tournament and multi-day tournament.

To advance your learning even further, it can be helpful to reach out to other team managers at your local school/club/Centre by asking questions and hearing about their experiences with other teams. Creating your own team manager's network can be very beneficial, regardless of the level you manage and the amount of experience you already have.

*'Managers are the secret weapon behind any team. They are the glue that keeps the team together. The manager is a mum, sister and friend all in one. Managers always hold a special place in the heart of every Netball player.'*



**Michaela Sokolich-Beatson**

Silver Fern #169



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