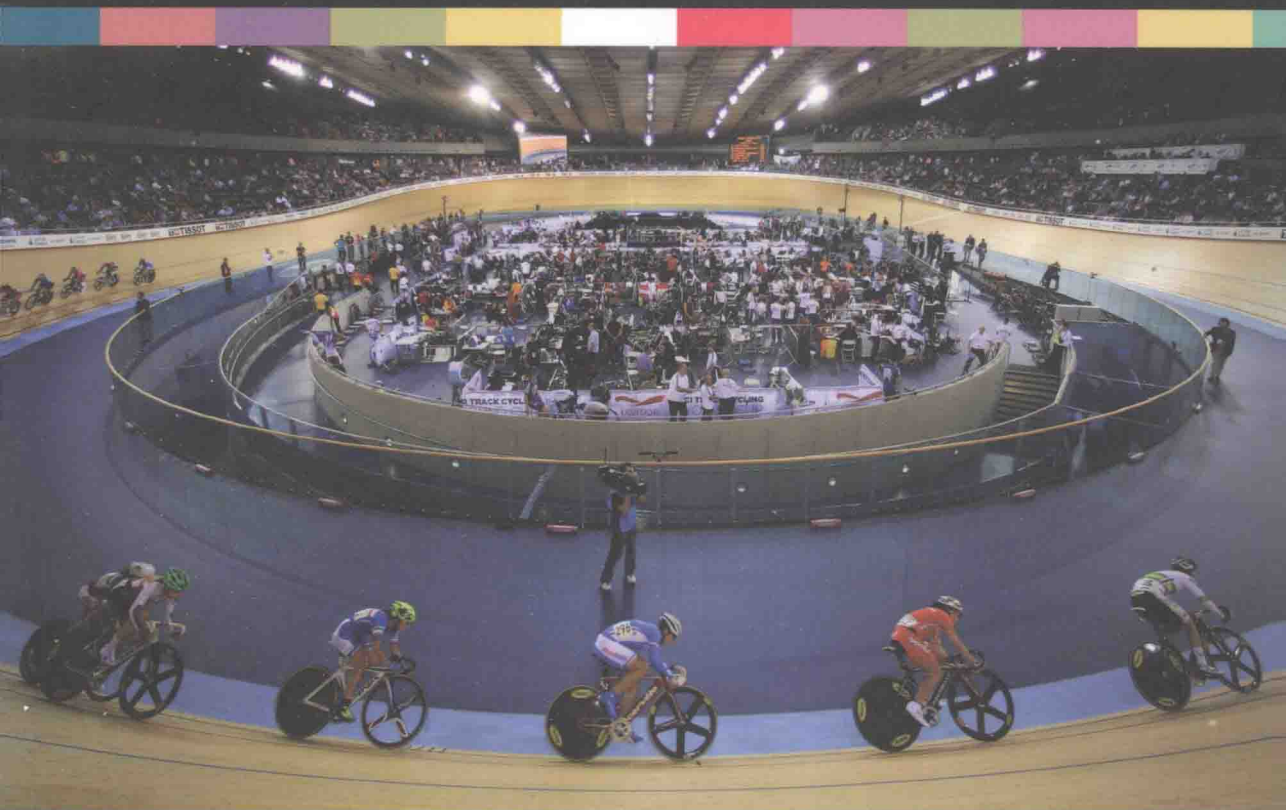


FOUNDATIONS OF SPORT MANAGEMENT

# MANAGING HIGH PERFORMANCE SPORT



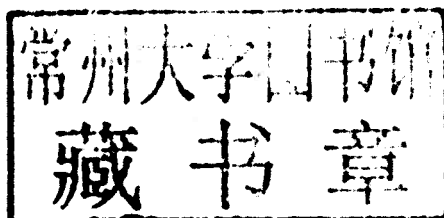
EDITED BY POPI SOTIRIADOU  
AND VEERLE DE BOSSCHER

ROUTLEDGE



# Managing High Performance Sport

Edited by  
Popi Sotiriadou and  
Veerle De Bosscher



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# Managing High Performance Sport

- How can managers design and implement effective high performance programmes in sport?
- What are the key challenges in managing elite athletes, sports people and teams?

This is the first book to provide a comprehensive introduction to management practice, process and policy in elite and high performance sport (HPS). Drawing on real-world case studies of elite sport around the world, the book shows a conceptual framework for studying and analysing HPS and introduces the skills and techniques that managers and administrators will need to develop effective HPS programmes.

The book examines the macro level factors that determine a nation's sporting success, including political, social and cultural elements, and then moves on to unpack the specifics of elite athlete and team management at a micro level. Adopting an integrated, holistic approach throughout, the book highlights best practice in every key area of an HPS programme, including:

- defining performance and success
- organizational structure and leadership
- finance, funding and marketing
- coaching and coach development
- talent identification and development
- competition and events
- training and facilities
- scientific research and sport science support.

The book features contributions from world-leading sport management academics as well as practitioners with experience of managing HPS programmes at world and Olympic level. Each chapter includes a full range of useful features, such as summaries, case studies, review questions and guides to further reading. This is essential reading for all serious students and professionals working in sport management or high performance sport.

**Popi Sotiriadou** is Senior Lecturer at the Department of Tourism, Hotel and Sport Management, Griffith Business School, Griffith University, Australia.

**Veerle De Bosscher** is a Professor in the Department of Sports Policy and Management, Vrije Universiteit Brussel, Belgium.

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*Foundations of Sport Management* is a discipline-defining series of texts on core and cutting-edge topics in sport management. Featuring some of the best known and most influential sport management scholars from around the world, each volume represents an authoritative, engaging and self-contained introduction to a key functional area or issue within contemporary sport management. Packed with useful features to aid teaching and learning, the series aims to bridge the gap between management theory and practice and to encourage critical thinking and reflection among students, academics and practitioners.

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## **Managing High Performance Sport**

*Popi Sotiriadou and Veerle De Bosscher*



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# Foreword

This book is a milestone. It marks an important point in the evolution of the thinking and the systems that can be applied to the development of sport.

Historically (to my mind at least) sport began as a relatively structured process for activities, or games, to be played in a competitive environment for the purposes of recreation, and perhaps to fulfil the need to be active, maintain fitness, and provide social opportunities for bonding, identification as a group and self-esteem through achievement. The idea of professionalism in sport appeared early – think of the gladiators of Ancient Rome and then the ‘champions’ of medieval Europe who went from one jousting tournament to another – and inevitably the focus shifted from participation for its own sake to the pursuit of excellence. There was a transition from ‘player’ to ‘player as athlete’, and athletes and teams became engaged in regular training for competition, supported by specific training for strength or skill or tactics. The development of full-time coaches became important.

Associated with this was the development of systems of governance of sport, to provide the framework for sport to flourish, and to protect sport from those influences that would see it corrupted or otherwise negatively affected. Ethics, the protection of the rights of the individual, the health and safety of competitors and players, issues around doping and fairness in sport became better described and managed. As sport became more sophisticated it was broadened proactively to include participants from across the community and attention was paid to the disabled, those with long-term medical conditions, and the (so-called) special interest groups – children, the older athlete and (dare I say) women (with questions around exercise and pregnancy, for example, being examined).

There was also the need for experts to provide the services and the support required for excellence in competition – and these experts are now becoming more and more specialized, especially with the recognition of sport as a national enterprise. High performance sport managers, administrators, policymakers, sport scientists and sports physicians, coach development specialists and sports lawyers are all part of the mix in this new sporting environment.

Sport is important to nations for a variety of reasons, and international competitiveness is seen as a mark of prestige and national pride. High performance sport development is about competitiveness and excellence, and underpins this national aspiration.

High performance sport is showcased by professional competitions, and major international events such as the Olympic Games and World Cups. The development of high performance sport from the grassroots to the elite is now a focus for those who want to take sport to its ultimate in terms of excellence and in its capacity to provide opportunities for whole nations.

Hence this book. The editors have assembled a range of authors from around the globe who are all well versed and highly regarded in their areas of expertise. The emphasis is to provide a thoughtful analysis of the various threads of the fabric of high performance and then to present a synthesis of thinking on the applications of these fundamental elements to the development of high performance systems.

The concept of the pathway for athletes runs through the book, and the matrix of services and systems that underpins success is described by way of discussion in the text and by case studies and recommended reading.

The book provides a 'macro' view of high performance and then moves through to 'meso' and 'micro' views to take the reader through a logical series of discussions and provide a framework for thinking on just how development of high performance sport can work.

I am delighted to introduce this book to you. It will sit very nicely on any bookshelf and will be a constant source of reference for the practitioner.

Professor Peter Fricker OAM  
MBBS FACSP FRACP (Hon.) FFSEM (UK) (Hon.)  
Director, Australian Institute of Sport 2005–2011  
Chief Sports Medicine Advisor, Office of the President  
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# Preface

**Popi Sotiriadou**

*Griffith University, Australia*

**Veerle De Bosscher**

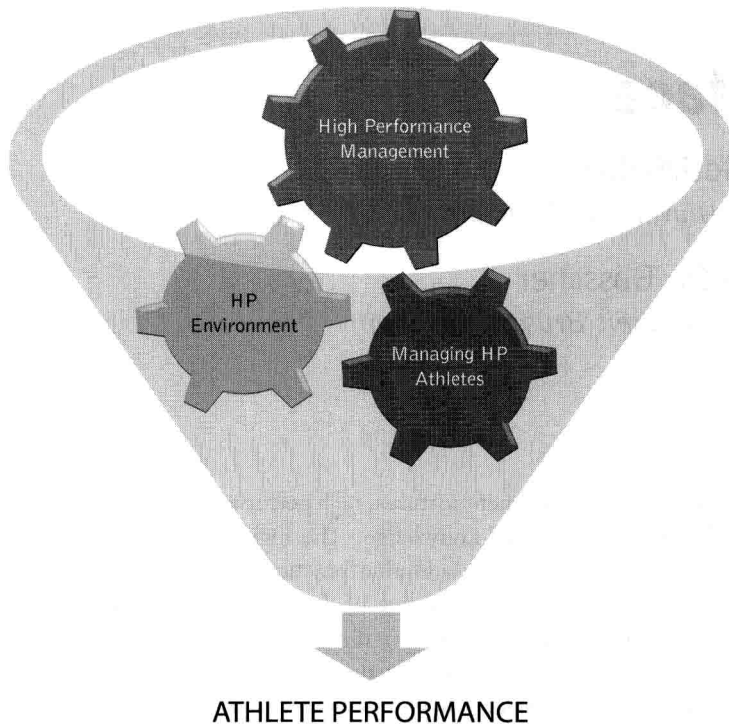
*Vrije Universiteit Brussel, Belgium*

As the discipline of sport management matures, high performance sport management emerges as a swiftly developing branch of knowledge. The high performance industry and sport practitioners are leading the way by adopting practices that recognize the significance of managing high performance sport. Indicative of these practices is also the recognition and establishment of the role of high performance directors on athlete performance. These shifts in industry practices (i.e. hiring high performance directors and placing an emphasis on high performance management practices) have not been matched with an equivalent focus of academic inquiry that would help define the field, distinguish it from other fields and illustrate its significance in empirical ways. Chapter 1, written by Popi Sotiriadou, represents the start of an inquiry into defining the discipline of managing high performance sport and the roles of high performance directors in athlete success.

The book uses the funnel of high performance sport management (HPSM) illustrated in Figure A overleaf. The funnel of HPSM is a conceptual framework for examining, studying or analysing HPSM in this book.

The funnel of HPSM comprises three interrelated components: (a) high performance management of elite sport (Part A of this book); (b) managing high performance athletes (Part B of this book); and (c) issues in the management of high performance sport (Part C of this book). The funnel of HPSM implies that athlete performance (at the lowest part of Figure A) is a factor of all three components. Unquestionably, performances at top-level sports are the result of a combination of the broader environmental and physical circumstances in which people live; the opportunities they are offered to excel through sport systems; the genetic qualities they are born with; and other athlete related issues. Accordingly, the factors that contribute to international sporting success can be classified into three different levels. The macro-level (Part A: High performance management of elite sport), the micro-level (Part B: Managing high performance athletes) and the high-performance environment (Part C: Issues in the management of high performance sport). Factors at each level are systematically considered in the three parts of this book.





■ **Figure A** *The funnel of high performance sport management*

## **PART A: HIGH PERFORMANCE MANAGEMENT OF ELITE SPORT (CHAPTERS 2–7)**

Macro-level factors reflect the different political ideologies, and social and cultural factors that impact the systems, policies and athlete pathways. As described by Barrie Houlihan in Chapter 2, these factors are closely intertwined and affect the operation of national and international organizations at the public, not-for-profit or commercial sectors. The management context of high performance sport is consequently complex. This is also related to the complexity of measuring success or output in elite sport, as demonstrated by Simon Shibli, Veerle De Bosscher, Maarten van Bottenburg and Hans Westerbeek in Chapter 3. The authors illustrate the various layers of performance. They use the Beijing 2008 Olympic Games as a case to describe the different methods of measuring performance output. As not all nations win medals at Olympic Games, the authors propose alternative measures of success, such as season's best performance. Then, in Chapter 4, Veerle De Bosscher, Maarten van Bottenburg and Simon Shibli search for answers to how to best manage sporting success, and conclude that nine pillars of national policies represented in their 'SPLISS' model help explain national sporting successes. The SPLISS model presents a useful tool for the evaluation of effectiveness in other contexts, such as the level of national sport organizations, clubs, regions or even

commercial teams. The ‘mix and match’ of these policy factors, or pillars, varies considerably across nations. This divergence of sport systems is demonstrated in Chapter 5 by Winston Wing Hong To, Peter Smolianov and Darwin Michael Semotiuk, who compare the high performance systems of the USSR and Russia, the United States of America, and Canada. They take the reader on a journey in time that explores what these countries have done to succeed in sport at the elite level.

From exploring the broader environment and policies around high performance sport, Part A of the book continues by offering accounts on high performance management from an organizational level. In Chapter 6, Jo Van Hoecke, Hugo Schoukens and Paul De Knop discuss the principles of effective management and quality management in high performance organizations, such as national sport organizations, professional clubs or youth academies. Following this, in Chapter 7, Lesley Ferkins and Maarten van Bottenburg illustrate how sport organizations, from local clubs to national bodies, government agencies, sport service organizations and professional teams around the world, need to be directed, controlled and regulated. The authors apply governance principles to an elite sport setting and make an important distinction between governance of organizations and governance between organizations.

## **PART B: MANAGING HIGH PERFORMANCE ATHLETES (CHAPTERS 8–12)**

The micro-level is concerned with the qualities of individual athletes and their close environment, such as parents and friends. The management of these individuals is the theme of the second part of this book. In order to manage high performance athletes, high performance directors need first to develop systems and processes that would attract, retain and nurture these athletes. In Chapter 8, Popi Sotiriadou and David Shilbury explain how sport development processes form the backbone of athlete development in high performance sports. The authors present an empirically delivered sport development model – the attraction, retention/transition and nurturing (ARTN) process – and discuss the stakeholders involved in shaping sport development pathways. In Chapter 9 Paul Wylleman, Anke Reints and Paul De Knop stress that high performance requires both talent and a system. They use a holistic approach to describe how athlete success is influenced by various transitions and stages during athletic and academic development. The chapter also offers an understanding on how to use their lifespan model to optimize the chances for smooth transitions, and the continued development of the athlete’s elite sport career. Peter Fricker, in Chapter 10, adds to this discussion of athlete transition by an elaborate examination of the nature of sports sciences and sport medicine, and the counselling services that can be provided to athletes and coaches in a high performance environment. Most importantly, Chapter 10 links the roles of the coach to the role of the high performance director and the relationship between service provision and high performance coordination.

The role of coaches and the requirements to be a successful high performance coach receive further attention in Chapter 11. In this chapter, Dave Collins, John Trower and Andrew Cruickshank explain the changes in coaching systems at different stages of athlete or coaching careers. An athlete can only be as successful as his or her own retirement from sports. In support of this proposition, Anke Reints and Paul Wylleman close Part B of this book with Chapter 12 by identifying the factors that facilitate adjustment to post-athletic careers. The authors recognize and discuss the importance and availability of career support services to athletes.

**PART C: ISSUES IN THE MANAGEMENT OF HIGH PERFORMANCE SPORT (CHAPTERS 13–15)**

High performance sports operate in fast changing and highly volatile environments where athletes and teams are exposed to pressures from media, sponsors, society, coaches, peers and family to mention a few. This environment, as Hans Westerbeek and Allan Hahn explain in Chapter 13, is driven by economic values that lead to the commercialization and globalization of aspects of high performance sports. Chapter 13 presents the main trends, pressures and responses by institutes, government bodies and sport businesses. Also, the authors explain how these developments have led to the emergence of a sub-industry of high performance experts, agents, coaches and consultants. In Chapter 14, Dag Vidar Hanstad and Svein S. Andersen discuss another just as critical issue in high performance sport. They explore the management of a major sport event from the perspective of a participating team. They present a framework to identify risk management issues and to implement risk minimization strategies. In the last chapter of this book and in closing Part C, Jason Mazanov tackles a long-standing concern: the prevention of performance-enhancing substances and uses in sports. Using an innovative approach, the author provides high performance directors with the necessary background to make policy and operational decisions around the role of performance-enhancing drugs in their programmes.

David Lavalley's concluding comments in the Afterword are undoubtedly the pinnacle in this book. After reading this volume, in his review, David notes the potential of this book to have a wide appeal to readers of various backgrounds. More importantly, he foresees the theoretical and practical implications of the content in this book in the ways that knowledge in the field of managing high performance is being shaped. Also, he projects and illustrates (see Figure B on p. 297) the intellectual influences and challenges this book may present to researchers, students and practitioners in managing high performance sport.

# Contributing authors

## CHAPTER AUTHORS



### **Svein S. Andersen**

Norwegian Business School, Norway  
(Chapter 14)

Svein S. Andersen is a professor of organization studies at the Norwegian Business School, BI and adjunct professor at the Centre for Training and Performance, Norwegian School of Sport Sciences. He has been director for the Centre for EU research, University of Oslo, and chair of the Department of Leadership and Organizational Behaviour as well as Dean of studies at the Norwegian Business School. He has a Ph.D. from Stanford University. In recent years his research has focused on leadership and organization in Nordic elite sport.



### **Maarten van Bottenburg**

Utrecht University, Netherlands  
(Chapters 3, 4 and 7)

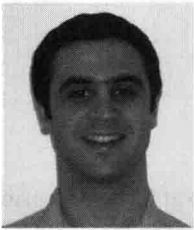
Maarten van Bottenburg studied sociology at the University of Utrecht and Amsterdam in the Netherlands. In 1994 he obtained his Ph.D. in the social sciences with a thesis on the differential popularization of sports. Since 2002, he has been the research director of W.J.H. Mulier Institute, Centre for Research on Sports in Society, a joint venture of the University of Amsterdam, University of Groningen, Tilburg University and Utrecht University. In 2004, he was appointed professor of sociology of sport at Utrecht University and professor of sport business at Fontys University of Applied Sciences. Maarten has published several books and reports in the field of the sociology of sport and sports management.



**Dave Collins**

University of Central Lancashire, United Kingdom  
(Chapter 11)

Following careers in the military, teaching, research and elite sport, Dave now combines performance consultancy with a university professorship. Previously Performance Director of UK Athletics, Dave has worked with over sixty World and Olympic medallists, plus professional performers across a variety of domains. His research interests encompass many aspects of performance promotion, including elite cultures, professional training and expertise, resilience and skill change/refinement.



**Andrew Cruickshank**

University of Central Lancashire, United Kingdom  
(Chapter 11)

After four years' playing experience with Scottish Premier League side Hibernian FC, two as a professional, Andrew began to pursue a career in sport psychology in 2004. He joined UCLan's Institute of Coaching and Performance as a researcher in April 2010, and his current work examines the culture change process in elite team environments. From an applied perspective, Andrew has also held head coach roles in university football and has provided sport psychology consultancy across a range of sports, including the elite levels of motor sport, judo and mountain biking.



**Veerle De Bosscher**

Vrije Universiteit Brussel, Belgium  
(Preface, Chapters 3 and 4; Case studies 4.1, 6.2 and 8.2)

Veerle De Bosscher is professor at the Department of Sports Policy and Management (Faculty of Physical Education) in the Vrije Universiteit Brussel (VUB), Belgium. She researches in the area of sport and elite sport policies, international comparisons, measuring competitiveness and benchmarking of nations, on which she has published several articles and books. She is coordinating an international network of research cooperation in high performance sport, including over fifteen nations, SPLISS: Sports Policy Factors Leading to International Sporting Success, which was also the subject of her Ph.D. Veerle is a board member of the European Association for Sport Management (EASM) and of the Steering Committee of elite sport in Flanders.



### **Paul De Knop**

Vrije Universiteit Brussel, Belgium  
(Chapters 4, 6 and 9; Case study 9.3)

Paul De Knop has a Ph.D. in Physical Education at the Faculty of Physical Education of Vrije Universiteit Brussel (VUB), Belgium. He graduated in leisure studies at the same university and earned a Master's degree in Sports Sociology and Sports Management from the University of Leicester (UK). He is a full-time professor at the VUB and was dean of the Faculty of Physical Education.

In October 2008 he was elected as the Rector Magnificus of the VUB.

He was chairman of the board of BLOSO (Flemish sports administrative body) from 1999 to 2006, and has been chairman of the RAGO (Council of the Community Education of Flanders) since 2002 and deputy chief of cabinet to the Flemish minister of Sport since 2004. Furthermore, he is coordinator of a 'Top Level Sport and Studies' programme at the Vrije Universiteit Brussel, and project manager of two sport centres. Teaching includes areas of sport, leisure and physical education from a socio-pedagogical perspective. Research interests are: youth and sport, sport and ethnic minorities, sport and tourism, sport management, quality in sport and sport policy. He has used qualitative research in studies related to:

- ethic and qualitative aspects of youth sport;
- sport for underprivileged youth;
- sport for Islamic minority girls;
- motives of sport tourists;
- benchmark of top-level sport success;
- top-level sport students at the university;
- competencies of sport managers;
- sport policy strategic plans; and
- evaluation of physical education programmes.

Paul De Knop has realized two sport centres as private–public partnership (PPP) projects on the VUB campus, was the architect of the '250 million euro DBFM(O)-sport infrastructure plan' of the Flemish government, is author of a book on PPP, is the project leader of a DBFM(O)-hotel project on campus and has delivered several keynote speeches and recommendations on PPP.



### **Lesley Ferkins**

Deakin University, Australia  
(Chapter 7)

Dr Lesley Ferkins is senior lecturer in sport management at Deakin University, Melbourne, Australia. Her area of specialization is the governance of sport organizations, a primary focus of her teaching and research. Lesley has worked closely with the boards of national and state

sport organizations in New Zealand and Australia and has held the position of president of the Sport Management Association of Australia and New Zealand (SMAANZ). Prior to joining Deakin University, Lesley was Postgraduate Head and Senior Lecturer within the School of Sport and Recreation at AUT University in Auckland, New Zealand and spent nine years at Unitec New Zealand as Programme Director and Senior Lecturer in the School of Sport. Lesley has presented at numerous conferences around the globe and has published in the world's top sport management journals (*Journal of Sport Management* and *Sport Management Review*).



**Peter Fricker**

Australian Sports Commission, Australia  
(Foreword, Chapter 10)

Dr Fricker is currently Chief Sports Medicine Advisor, Office of the President, Aspire Zone Foundation, in Doha, Qatar. He advises on strategy for sports science, sports medicine, research and technology.

From 2005 to 2011 he served as the Director of the Australian Institute of Sport and as Acting Chief Executive Officer of the Australian Sports Commission. He is a Fellow (and Past President) of the Australasian College of Sports Physicians and has been awarded Honorary Fellowships of the Royal Australian College of Physicians and the Faculty of Sport and Exercise Medicine in the United Kingdom. He has a long history of involvement as Medical Officer and Medical Director of Australian Olympic Teams (1988–2004) and Commonwealth Games Teams (1986–2006). He serves on the Australian Olympic Committee Medical Commission and chaired the Medical Commission of the Australian Commonwealth Games Association. He has also served on the Australian Sports Drugs Medical Advisory Committee and Australia's Antidoping Research Panel. He has served appointments as Adjunct Professor to the Australian National University Medical Faculty, to the University of Canberra Faculty of Science and Design and the University of North Carolina at Greensboro Faculty of Medicine. He has written and co-edited three textbooks and a book on lifestyle and health, together with numerous book chapters on sports medicine and sports science. He also serves on a number of editorial boards of international journals and has published a large number of refereed papers on sports injuries, exercise and immunology, and sports medicine related topics generally. He has an interest in genetics and the athlete and has presented at a number of international conferences on this subject. He was awarded the Medal of the Order of Australia in 1993 and the Australian Sports Medal in 2001. He is also a Graduate of the Australian Institute of Company Directors.



**Allan Hahn**

Australian Institute of Sport, Australia  
(Chapter 13; Case study 13.2)

Allan Hahn has recently stepped down as the Chief Scientist of the Australian Institute of Sport (AIS) in Canberra, Australia, where he worked for twenty-seven years. He now holds an honorary Emeritus

position at the AIS. Allan is also Professor of Sport Partnerships at the Institute of Sport, Exercise and Active Living (ISEAL), Victoria University, a Professorial Research Fellow at the University of Canberra and the Research Leader for Coaching within the Centre of Excellence for Applied Sport Science Research at the Queensland Academy of Sport.



### **Dag Vidar Hanstad**

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(Chapter 14; Case study 15.2)

Dag Vidar Hanstad is an associate professor in sport management and head of the Department of Social and Cultural Studies at the Norwegian School of Sport Sciences in Oslo. Hanstad was Sports Editor with *Aftenposten*, the biggest newspaper of Norway. His research interests include anti-doping policy, media, elite level sport and volunteerism.



### **Barrie Houlihan**

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(Chapter 2)

Professor Houlihan has degrees from the Universities of Liverpool and Salford. He taught courses in government and sociology in a secondary school for a year before moving to Millbank College of Commerce where he taught public administration. In 1979 he was appointed as lecturer in public administration at Staffordshire Polytechnic. During his time at Staffordshire University he was Principal Lecturer in Public Policy and later Head of the Division of International Relations and Politics. In 1994 he became Associate Dean of the School of Social Sciences and later Associate Dean of the School of Humanities and Social Sciences. In 1994 he was appointed Chair in Public Policy. Professor Houlihan has chaired, or been a member of, various committees for Sport England, UK Sport and the Centre for Social Justice. He has also undertaken consultancy work for the European Union, the Youth Sport Trust, the Department of Culture, Media and Sport, PEAUK, BAALPE, the Department for Education and Skills, the Council of Europe, the World Anti-Doping Agency, UK Sport, Sport England and Sport Scotland. In 2011 Professor Houlihan was elected a member of the Academy of Social Sciences.



### **David Lavalley**

University of Stirling, United Kingdom  
(Afterword)

David Lavalley is Professor and Head of the School of Sport. Prior to his appointment in July, 2011, he was Professor and Head of the Department of Sport and Exercise Sciences at Aberystwyth University from 2007 to 2011 and Professor of Psychology of Sport at Loughborough University.



His academic qualifications include a Master's degree from Harvard University and a Ph.D. from The University of Western Australia.



**Jason Mazanov**

University of New South Wales, Australia  
(Chapter 15)

Dr Jason Mazanov is a Senior Lecturer with the UNSW-Canberra School of Business. Dr Mazanov is keenly interested in the social science of drugs in sport, and in the management of scandal in sport. He is also working to understand the role of performance enhancement in broader society.

Dr Mazanov is a founding editor of the journal *Performance Enhancement and Health*.



**Anke Reints**

Vrije Universiteit Brussel, Belgium  
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Anke Reints graduated in Psychology with a Ph.D. on the career development and transitions of former elite athletes at the Faculty of Psychology and Educational Sciences at the Vrije Universiteit Brussel. She graduated in 2006 in both Developmental Psychology (Universiteit

Utrecht, The Netherlands) and Sport Psychology (Universiteit van Amsterdam, The Netherlands). In 2008 the International Olympic Committee privileged her Ph.D. study with a research grant on the provision of career support services worldwide. Anke has already presented at several international congresses on her research into the career development of elite athletes and on career support services. As a sport psychology consultant, Anke has worked with several talented tennis players in elite sport schools.



**Darwin Michael Semotiuk**

University of Western Ontario, Canada  
(Chapter 5)

Darwin Michael Semotiuk is a Professor of Kinesiology at The University of Western Ontario (Canada). He earned a BPE (1963), MA (1965) at The University of Alberta and completed his Ph.D. at The Ohio State University (1970). He was a five-year stand-out for the football and basketball teams at the University of Alberta and was named male athlete of the year at the University of Alberta in 1967. He played for Canada's national basketball team from 1965 to 1966. Professor Semotiuk has served as co-editor for the *Journal of Comparative Physical Education and Sport* (JCPES), has been the Research Coordinator for the International Society for Comparative Physical Education and Sport (ISCPES) and was the President of ISCPES.