Application of the SCORE Model in Enhancing Competency of Agile Coaches in Sports Coaching

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Abstract
An agile coach is an individual with deep knowledge and skills in applying agile principles and practices within the context of sports coaching. The discussion on the competencies of agile coaches using the SCORE Model has not been widely explored compared to other strategic planning tools. Therefore, this study aims to elaborate on strategies to enhance the competencies of agile sports coaches in Malaysia using the SCORE Model. The SCORE Model is assessed based on five elements: Strength (S), Challenge (C), Options (O), Response (R), and Effectiveness (E). The results indicate that the application of the SCORE Model in agile coaching has the potential to provide positive insights, particularly in identifying strengths, overcoming challenges, and leveraging opportunities to improve coaching effectiveness. These qualities are crucial and represent a new innovation in empowering agile coaches in sports coaching. This paper can be further improved by employing other models to gain diverse perspectives, such as SWOT, TOWS, NOISE, and SOAR. The use of the SCORE Model in agile coaching can contribute to the development of theory in this field, especially in understanding how assessment-based strategies can enhance athlete performance. Further studies need to be expanded to obtain a more balanced view and to explore potential negative aspects or weaknesses in the application of the SCORE Model in agile coaching.
Keywords: Agile Coach, Sports Coaching, SCORE Model

Introduction
The competence and abilities of sports coaches are crucial for the success and excellent performance of athletes in an increasingly competitive sports environment. Coaches not only need to have expertise in sports techniques, but they also need to manage training in a constantly evolving way to meet current demands. In an effort to enhance coaching skills in the field of sports coaching, the SCORE model is a new approach. It also allows coaches to guide athletes more effectively by emphasizing quick and agile adaptation strategies to various unexpected situations during training and competitions.

Teachers who take on the role of coaches are key individuals in training players to achieve high performance, while also helping teams achieve success (Ismail et al., 2020). School coaches need to be strengthened in order to assist them in carrying out coaching tasks at the school level (Mohamed et al., 2023). Sports coaching is becoming increasingly challenging, where coaches not only need to train athletes physically, but also play an important role in their mental, emotional, and tactical development. Skilled and agile coaches can enhance athletes' performance, contributing to national and international success, which makes this area important for research. To address existing weaknesses in Malaysia's coach training system, the use of the SCORE Model is essential. Continuous improvement in the competence of coaches is vital for the development of national sports.

The Model SCORE, which comprises five main components, can help enhance the competency of agile coaches. Coaching competency refers to a coach's confidence in their ability to influence the learning and performance of their athletes (Md Desa & Salamuddin 2022). This model does not only focus on short-term achievements such as success in competitions, but also on continuous long-term development, including the formation of character and mental readiness of athletes.

In a fast-paced and unpredictable sports environment, it is crucial for coaches to maintain flexibility and agility in their strategies. The SCORE Model assists coaches in setting clear goals, creating training opportunities that align with the individual needs of athletes, and ensuring continuous performance improvement. Furthermore, it helps coaches enhance the effectiveness of their training, while athletes benefit from the improved agility and competence of the coaches. Coaches can elevate sports performance by optimizing coaching strategies, accelerating adaptation to challenges, and many other aspects through the application of the SCORE Model.

This conceptual paper will explore how the application of the SCORE Model in sports coaching in Malaysia can improve the competency of agile coaches. The primary focus will be on how each component of the SCORE Model can be applied to strengthen coaching skills, enhance mental resilience, and improve the performance of athletes to a higher level. Hence, the objective of this conceptual paper is to outline strategies for enhancing the competency of agile coaches in sports coaching in Malaysia by utilizing the SCORE Model.

Score Model

The SCORE Model is a strategic planning tool used to assist organizations in evaluating and developing their strategies. It is designed to guide organizations in assessing their current strategies and making informed decisions for future planning. SCORE analysis is a practical alternative to SWOT and serves as a crucial tool that offers positive insights for firms looking to make educated decisions. Its effectiveness lies in its comprehensive and systematic approach, allowing decision-makers to leverage strengths and opportunities while addressing obstacles (Neal 2023).

The SCORE Model consists of five elements: Strengths (S), Challenges (C), Options (O), Responses (R), and Effectiveness (E) (Neal, 2023). Strengths (S) refer to aspects that are performed well or have the potential to be done well; Challenges (C) refer to areas that require additional resources or specific capabilities to achieve success; Options (O) encompass

the opportunities and risks encountered; Responses (R) indicate feedback from stakeholders as well as expected returns or rewards; and Effectiveness (E) pertains to how the initiative is planned to run smoothly and efficiently.

The SCORE Model is particularly useful when aiming to cultivate a company culture that prioritizes people. This strategy encourages teams to assess strengths, challenges, opportunities, partnerships, and activities within the organization. Although similar to SWOT analysis, SCORE also focuses on how interactions with colleagues and stakeholders evolve, as well as the efforts put forth by employees.
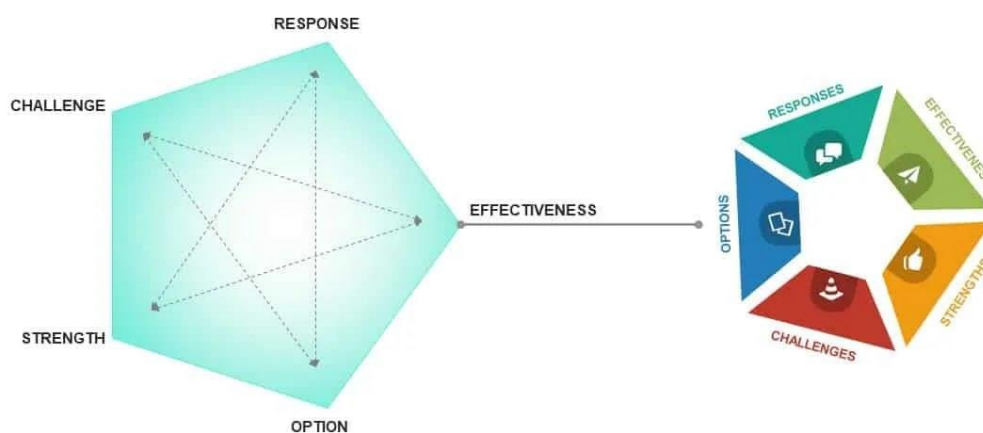

Figure 1: The SCORE Model as a Strategy Assessment Beyond SWOT (Neal, 2023).

While the SCORE Model is typically used in corporate and business contexts, it also has significant potential for application in education to assess strengths, challenges, opportunities, and appropriate actions. The SCORE analysis is clearly an essential tool for companies. With a comprehensive and systematic approach to organizational assessment, it aids decision-makers in making informed decisions. Emphasis on internal and external factors provides a deep understanding of the organization's current state, as well as the opportunities and challenges that may arise. This enables businesses to maximize their strengths, overcome challenges, seize opportunities, and plan appropriate actions to achieve organizational goals.

Strength of Agile Coaching
In agile coaching, there are several key strengths that can be leveraged to enhance training and athlete performance. One of these strengths is high technical skill. Agile coaches typically possess deep knowledge and exceptional skills in specific sports, enabling them to provide high-quality training and strategies to athletes. Additionally, the ability to adapt is crucial. Agile coaches can adjust training strategies according to the individual needs of athletes and changing situations, ensuring that the techniques used are aligned with the current feedback and performance of the athletes.

Skills in analyzing and assessing performance are also very important. Effective coaches are capable of evaluating athletes' performance well and determining training needs, using data to make precise decisions and adjust training approaches accordingly. Moreover, the ability to build motivation and confidence in athletes is a key strength. Agile coaches can inspire and energize athletes through positive feedback and continuous support, thereby enhancing the athletes' self-confidence.

Good communication skills should not be underestimated, as agile coaches are able to convey instructions, feedback, and motivation clearly to athletes. The ability to manage stress and challenges is another important aspect, where agile coaches can maintain focus and provide the necessary support to help athletes cope with pressure.

Challenges of Agile Coaching
The field of coaching is a complex and increasingly challenging domain (Md Desa & Salamuddin, 2022). In agile coaching in Malaysia, coaches face various challenges that require wise and strategic approaches. One of the main challenges is adapting to rapid changes in the sports world, including changes in regulations, the introduction of new techniques, and advancements in technology. In this digital era, technology plays a crucial role in sports training, and coaches need to remain alert to these developments. They must be prepared to adjust training strategies to stay relevant and effective.

Furthermore, addressing the individual needs of athletes is also a significant challenge. Each athlete has different goals, strengths, and weaknesses. Coaches need to understand the specific requirements of each athlete and tailor their training programs accordingly. The stronger the connection between talented athletes and their environment, the better their psychological well-being (Ardiyansyah, 2023). This requires time, effort, and skills to deeply understand and empathize with the diverse needs of various athletes. This approach ensures that each athlete receives training best suited to their developmental stage.

Managing pressure and stress also requires special attention. In the competitive sports world, coaches often face pressure to achieve good results. They need to manage this pressure wisely, not only for themselves but also in helping athletes cope with stress, especially during competitions. The ability to handle pressure calmly and provide psychological support to athletes is a crucial skill in agile coaching.

Effective communication with athletes is also vital. The ability to convey instructions and feedback clearly and precisely is key to building positive relationships and trust between coaches and athletes. Ineffective communication can lead to misunderstandings, disrupt training progress, and damage team dynamics. Therefore, coaches must continually improve their communication skills to ensure good relationships with athletes.

Coaches also often face challenges in managing limited resources. Resources such as training equipment, facilities, and funding are frequently insufficient to meet the needs of optimal training programs. In such situations, coaches need to be adept at managing available resources and creative in seeking alternatives or additional resources when necessary. Efficient resource management is crucial for ensuring that training can proceed smoothly and effectively.

In the context of agile coaching in Malaysia, relationships with stakeholders are also very important. The government, through the Ministry of Youth and Sports (KBS) and related agencies, provides policies, guidelines, and financial support for sports development. Coaches need to build good relationships with government bodies to ensure access to training programs, infrastructure, and necessary funding. This relationship also ensures that training strategies align with the government's vision and objectives for sports development in the country.

Educational institutions such as schools and universities are also important stakeholders. Schools play a key role in nurturing talent from the grassroots (Mohamed et al., 2023). Coaches who work closely with these institutions can integrate sports training with academic education, helping young athletes achieve a balance between sports and academics. Such collaboration facilitates the implementation of more organized training programs, fits into athletes' academic schedules, and supports their overall development.

Sports associations, as major platforms for competitions and professional development, also play a crucial role. With good relationships with sports associations, coaches can ensure they stay updated with the latest developments in sports regulations, training techniques, and competition opportunities. This is important for maintaining competence and high performance in sports.

Additionally, support from athletes' parents and families is an element that cannot be overlooked. The positive support from parents towards sports and the enjoyment of players and the negative relationship with players' motivation(Nurul Fatihah Azmy & Nur Hafizah Yusoff, 2023). Moral support and motivation provided by families play an essential role in the mental and emotional development of athletes. Coaches need to build positive relationships with parents to ensure they understand and support the training goals set, which will help athletes achieve their best performance.

The local community also plays a role in supporting the efforts of coaches and athletes. Community involvement, including sports fans and sponsors, not only boosts morale but also provides additional resources such as sponsorships or training facilities. Good relationships with the community help create a positive and supportive environment, which is crucial in motivating athletes and coaches to achieve success. Overcoming these challenges requires competence, resilience, and close cooperation with all stakeholders. Coaches who successfully navigate these challenges can enhance coaching effectiveness, maximize athlete potential, and contribute to the advancement of sports in Malaysia.

Options of Agile Coaching
Alternatives
Several alternatives can be considered in agile coaching to enhance the effectiveness of coaches and athlete performance. One approach is using realistic scenario-based training. This training helps coaches and athletes better understand situations that may occur during competitions, enabling them to develop more responsive strategies. Additionally, a flexible learning approach is crucial, where training sessions can integrate various methods such as self-directed learning, group work, and simulations. This allows coaches to tailor training to individual needs.

Mentoring and peer coaching are also effective alternatives, where coaches and athletes can share knowledge and experiences, accelerating the learning process and continuously improving skills. The use of technology in training, such as video analysis and fitness apps, can help monitor athlete performance more precisely and provide immediate feedback, enabling coaches to make quick adjustments to strategies.

Moreover, focusing on leadership skill development among coaches and athletes is important to ensure they can make accurate decisions, communicate effectively, and lead teams better. Providing continuous online training modules can also help coaches enhance their skills according to the latest developments. Finally, integrating sports psychology elements into training programs can assist athletes in managing stress, building mental resilience, and improving focus in challenging situations. With these alternatives, agile coaching can be enriched and yield better results in developing outstanding athletes.

Risks
Each alternative in agile coaching carries its own risks that need to be examined. Scenario-based training, while beneficial, may not cover all situations in real competitions, leading to coaches and athletes being less prepared for unforeseen conditions. Risk management should involve careful consideration before, during, and after activities to ensure that all critical aspects have been reviewed (Omar Ramih et al., 2024). The flexible learning approach, if not managed properly, may cause confusion among athletes and reduce the effectiveness of training. Mentoring and peer coaching, although promising, depend on the accuracy and relevance of shared information; without proper monitoring, incorrect information may spread.

The use of technology in training provides benefits in performance monitoring but excessive reliance can diminish coach-based assessments and increase costs. Leadership development should also be balanced with other training aspects, as not all individuals are suited for leadership roles, and forcing this role can affect their motivation. Continuous online training modules are easily accessible but may be less effective without face-to-face monitoring and practical training. Finally, integrating sports psychology, although useful, can add pressure to athletes if not implemented carefully. These risks need to be considered to ensure that each approach is executed wisely without compromising the effectiveness of agile coaching.

Recommendations for Risk Mitigation
To reduce risks in agile coaching, several steps can be taken. First, ensure that scenario-based training is complemented with additional exercises that encourage flexibility and adaptation to handle unforeseen situations. The flexible learning approach should be clearly planned and tailored to athletes' needs to avoid confusion. In mentoring and peer coaching, regular monitoring and precise guidance should be conducted to ensure that shared information is accurate and relevant.

For technology use, it should serve as a support tool rather than a complete replacement for coach-based assessments, and technology expenses should be monitored to prevent budget overruns. Leadership development should be carried out progressively and balanced, allowing individuals to grow according to their potential without forcing leadership roles. Continuous online training modules should be combined with face-to-face practical sessions to ensure

effectiveness. Finally, the integration of sports psychology should be approached carefully, introducing these elements gradually and tailored to each athlete's needs to avoid additional stress. These measures can help mitigate risks and ensure that agile coaching achieves optimal results.

Responses of Agile Coaching
In agile coaching, coaches need to adeptly manage various expectations and risks involving key stakeholders such as the Ministry of Education Malaysia (MOE), teachers, and themselves. The Ministry of Education Malaysia (MOE) expects coaches to adhere to the policies and targets established in the field of education and national sports. MOE may have high expectations for coaches to enhance sports performance at the school level, particularly in efforts to develop grassroots sports in Malaysia. The primary risk faced by coaches is the pressure to meet the Key Performance Indicators (KPIs) set by MOE, aligned with the Vision 2030. Failure to achieve these targets could impact the assessment of the coach's capabilities and potentially result in the withdrawal of support or funding.

For teachers and school authorities, there is an expectation that coaches ensure that students involved in sports do not neglect their studies. Participation in physical activities can help improve academic achievement (Mazlan et al., 2020). Efforts to balance academics and sports not only produce high-performing individuals but also equip them with the skills to handle various life challenges more effectively (Mohd Judan et al., 2022). Coaches face the risk of tension with teachers if students struggle to balance sports and studies. Conflicts may arise if training schedules disrupt academic sessions, potentially undermining support from the school.

Coaches themselves face expectations to deliver effective training, adjust approaches according to the needs of each athlete, and achieve good results in competitions. They are also expected to continuously enhance their skills and knowledge. Major risks include mental and physical exhaustion due to ongoing pressure to meet high expectations. Failure to observe the desired progress in athlete performance could damage the coach's professional reputation and lead to burnout or dissatisfaction in their career.
In conclusion, agile coaches need to skillfully manage expectations from MOE, teachers, and themselves, while addressing related risks to ensure the effectiveness of coaching and the success of athletes.

Effectiveness of Agile Coaching
The success of an athlete can be achieved through a well-planned and systematic training program provided by the coach(Jasmin & Salamuddin, 2023). Effectiveness in agile coaching depends on several key factors that need attention. A coach must be able to quickly and accurately assess situations, including identifying problems faced by the athlete and making appropriate strategic decisions in training and competition. This ability ensures that the instructions given are relevant and effective in various situations.

Flexibility is an important aspect of agile coaching. A good coach needs to be able to adjust their approach according to the individual needs of the athlete and changes in the situation. An approach that is too rigid can reduce the effectiveness of the training and hinder the athlete's development.

The use of appropriate techniques and tools also plays a crucial role. Coaches need to select the right training techniques and use relevant performance monitoring tools to help athletes improve their skills. This ensures that the training provided is effective and meets the specific needs of the athlete.

Communication and motivational skills should not be underestimated. Coaches need to deliver instructions clearly and provide constructive feedback to motivate athletes. A good relationship between coach and athlete can enhance the athlete's enthusiasm and overall performance. Continuous evaluation is key to success in agile coaching. Coaches need to collect and analyze performance data regularly, obtain feedback from athletes, and make necessary adjustments in the training approach. This process ensures that the coaching strategy is constantly updated and improved according to the needs. By considering all these factors, coaches can ensure that their approach is effective in helping athletes reach their maximum potential.

Figure 2: Framework of the SCORE Model on Agile Coaching

Conclusion
Based on the discussed concept paper topic, the use of the SCORE Model in agile coaching has the potential to provide positive insights, especially in identifying strengths, addressing challenges, and leveraging opportunities to enhance coaching effectiveness. However, to obtain a more balanced view, it is important for other researchers to explore the potential negative aspects or weaknesses that may exist in applying the SCORE Model in agile coaching. Additional studies could focus on issues such as potential errors in assessing strengths and challenges, as well as risks that may be overlooked in the initial analysis. From a practical perspective, implementing the SCORE Model can enhance coaching efficiency by allowing coaches to design strategies that are more focused and effective based on strengths and challenges. This can lead to improved athlete performance and overall coaching program effectiveness. Furthermore, the model promotes continuous performance evaluation,

enabling coaches to make strategic adjustments more quickly and accurately. From a theoretical perspective, using the SCORE Model in agile coaching can contribute to the development of theories in this field, particularly in understanding how assessment-based strategies can improve athlete performance. Originally developed for corporate contexts, the SCORE Model also holds potential for adaptation in sports coaching, paving the way for further research into its application across various domains.

Acknowledgments

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