



Pljevlja,  
2020. god.



FK „BREZNICA“  
Pljevlja

# KODEKS PONAŠANJA

ZA TRENERE, SPORTISTE, DJECU I RODITELJE

## CODE OF CONDUCT

FOR COACHES, ATHLETES, CHILDREN AND PARENTS

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## UVOD

Ove stranice predstavljaju kodeks ponašanja svih članova FK „Breznica“. Svrha kodeksa jeste potvrda predanosti našeg kluba etičnom ponašanju. Pravila utvrđena u ovom dokumentu dio su dugogodišnje tradicije visokih etičkih standarda kojima se vodimo u svakodnevnom životu i radu.

Od svih trenera, sportista, djece, roditelja i volontera očekuje se da poštuju pravila utvrđena ovim kodeksom ponašanja. Pažljivo ga pročitajte i sa vremena na vrijeme koristite kao podsjetnik. Ako imate bilo kakvih pitanja moja vrata su uvijek otvorena.

Hvala vam za vaš doprinos FK „Breznica“ porodici, jednom od najprepoznatljivijih klubova u regionu. Hvala svakom treneru koji daje svoj maksimum kako bi svako dijete nakon treninga bilo zadovoljno, i s nestrpljenjem očekivalo sledeći tre-

ning. Hvala roditeljima koji su prepoznali FK „Breznicu“ kao klub u kojem se njihova djeca osjećaju sigurno, zadovoljno i srećno, te u radu sa predanim trenerima ostvaruju sportske uspjehe. Hvala djeci, sportistima, koji su ođabrali naš klub da u njemu rastu, uče, igraju se i ostvare svoj puni potencijal.

Vjerujem da ćemo poštovanjem pravila iz ovog kodeksa doprinjeti još većoj popularizaciji i razvoju fudbala među našom djecom i mladima.



Srdačan pozdrav,

*Zoran Vuković*

**Zoran Vuković**

Šef stručnog štaba

FK „Breznica“

## INTRODUCTION

These pages represent the Code of conduct for all members of FC Breznica. The purpose of the Code is to confirm our club's commitment to ethical behavior. The rules set out in this document are part of a long tradition of high ethical standards that guide us in our daily lives and work.

All coaches, athletes, children, parents and volunteers are expected to abide by the rules set out in this Code. Read it carefully and use it as a reminder from time to time. If you have any questions my door is always open.

Thank you for your contribution to FC Breznica family, one of the most recognizable clubs in the region. Thanks to every coach who gives his maximum so that every child would be satisfied after the training session, and look forward to the next one. Thanks to the parents who recognized FC Breznica as a club where their children feel safe, satisfied and



happy, and achieve sports success while working with dedicated coaches. Thank you to the children, the athletes, who chose our club as a place to grow, learn, play and reach their full potential.

I believe that following the rules set out in this Code of conduct will contribute to popularization and development of football among our children and youth.

Best regards,

*Zoran Vuković*

Zoran Vuković

Head Coach

FC Breznica

## Veza trener – sportista – dijete – roditelj

O treneru zavisi koliko će djece prikupiti u sport, odnosno zadržati u klubu, te koliko će kvalitetno raditi s djecom i mladima. Jedan od bitnih faktora uspješnosti trenera je njegova komunikacija sa sportistima, roditeljima i ostalim stručnim kadrovima.

Prva osoba koju roditelj kontaktira u svijetu sporta je trener. Trener je osoba koja daje sve potrebne informacije. Na taj način trener stječe povjerenje kod roditelja pa se djeca mogu bezbrižno započeti baviti sportom. Zavisno o dobi djeteta, sportiste se svrstava u kategorije u kojima treniraju po planu i programu za tu dob. Bitna je priprema i rad trenažnog procesa kako bi bili zadovoljni i sportisti i treneri. Samo kvalitetan i kontinuiran rad može stvoriti rezultate, bilo da se radi o najmlađoj kategoriji gdje se djeca upoznaju sa sportom i uče prve „korake“ o dotičnom sportu, ili se radi o starijim kategorijama od kojih se očekuje viša i bolja razina trenažnog učinka, odnosno postizanje sportskih rezultata.



## Coach – Athlete – Child – Parent connection

Coach is responsible for gathering and keeping kids and youth in the sports club, providing them with quality interaction and training. One of the key factors of the coaches' success is his communication with athletes, parents and other professional staff.



The first person a parent contacts in the sports world is the coach. Coach is a person who gives all necessary information. In this way, the coach gains trust from the parents, so that children can start to practice sports carefree. Depending on the age of the child, athletes are grouped into categories in which they train according to the plan and programme for that age. It is important to prepare and implement the training process in order to satisfy both athletes and coaches. Only high quality and gradual work can produce results, whether it is the youngest category where children get acquainted with sport and learn the first “steps” on the sport in question, or older categories expected to have a higher and better level of training performance, i.e. achieving sports results.



Biti trener, vrlo je odgovorno i presudno za mnoge uspjehe u sportu. Stoga svaki trener kao stručnjak u sportu mora imati puno znanja iz kinezioloških, antropoloških i metodičkih predmeta, zatim iz specifičnih predmeta sportske specijalnosti, kao i praktične vještine potrebne za samostalno vođenje trenažnog procesa. Takođe, neophodno je da suvereno vlada znanjem iz predmeta pedagogije i psihologije koja su ponekad presudna u stvaranju vrhunskih sportskih rezultata.

Nakon školovanja i usavršavanja, pravo se znanje i stručnost stvara primjenom stečenih znanja u praksi i stalnim usavršavanjem uz mentorsku interakciju.

Jedna od najvažnijih stvari je dobra komunikacija koja je osnova u svakom radu, a tako i u trenerskom poslu. Pod tim podrazumijevamo komunikaciju: trener-sportista-roditelj-ostali stručnjaci. Stoga svaka konkurencija i kategorija sportista zaslužuje rad s kvalitetnim trenerom koji ima znanja, ljubavi i strpljenja u tom poslu.

Being a coach is very responsible and crucial for many successes in sports. Therefore, each coach, as an expert in sports, must have a lot of knowledge in kinesiology, anthropological and methodological field, as well as in specific subjects of sport specialty, as well as practical skills necessary for independent management of the training process. It is also necessary to have good knowledge of pedagogy and psychology, which are sometimes crucial in achieving success in sports.

After education and training, real knowledge and expertise is created by applying acquired knowledge in practice and continuous training with mentoring interaction.

One of the most important things is good communication which is the basis in every work, as well as in the sports coaching. This refers to communication: coach-athlete-parent-other experts. Therefore, every age and category of athletes deserves to work with a quality trainer who has knowledge, love and patience in the job.



## Komunikacija trener – sportista – dijete

Komunikacija je iznimno složen proces. Potrebno je naglasiti da je ona važna komponenta u odnosu trener-sportista i na njoj treba neprestano raditi. Pravilna komunikacija zavisice o osobnosti i karakteristikama sportiste, trenera, ambijenta u kojem se nalaze, njihovog dosadašnjeg poznavanja, spolu, dobi i još mnogim stvarima. Preduslovi za uspješan odnos, otvorenost i prihvaćanje su vlastita autentičnost i iskrenost te pokazivanje i doživljavanje empatije. Takođe, ljudi vrlo često čine grešku da u velikoj želji za poboljšanjem komunikacije puno pričaju i ispituju, dok je zapravo ponekad puno važnije naučiti slušati.

Prva i najvažnija stvar u svakom odnosu između trenera i sportiste je komunikacija. Bez dobre sposobnosti komuniciranja, trener neće uspjeti prenijeti svoje znanje i stručnost.

Komunikacija je jedna od stvari koja se često smatra normalnom pojavom jer dolazi sama od sebe i zato joj se pridaje vrlo malo pažnje. Iako se često uzima zdravo za gotovo, svi se slažu da je potrebno znati uspješno komunicirati da bi neko bio uspješan trener i učitelj.

Najveći je problem u tome što većina trenera nije svjesna što i na koji način govore svojim sportistima. Može trener u svojoj glavi imati savršenu predstavu o tome šta tačno želi od svojih sportista, ali ako im to ne govori smatrajući da se to podrazumijeva oni nikada neće znati što on tačno želi.



Takvi treneri prije, za vrijeme i nakon takmičenja nikada neće dovoljno komunicirati sa svojim sportistima, nikada neće biti precizni i jasni u svojim zahtjevima i tada na sportistima preostaje da pogađaju što se događa u trenerovoj glavi i što on zaista misli.

## Communication coach – athlete – child

Communication is an extremely complex process. It should be emphasized that it is an important component in relation to the coaching athlete and should be continuously worked on. Proper communication will depend on the personality and characteristics of the athletes, coaches, the environment in which they are located, their knowledge so far, gender, age and many other things. The preconditions for a successful relationship, openness and acceptance are their own authenticity and honesty, and the demonstration and experience of empathy. Also, people often make the mistake of telling and questioning a lot in their great desire to improve communication, while it is actually much more desirable to learn to listen.



The first and most important thing in any relationship between coaches and athletes is communication. Without good communication skills, the coach will not be able to transfer his knowledge and expertise.

Communication is one of the things that is often considered a normal phenomenon because it comes naturally and therefore very little attention is being paid to it. Although it is often taken for granted, everyone agrees that it is necessary to know how to communicate successfully in order for someone to be a successful coach and teacher.

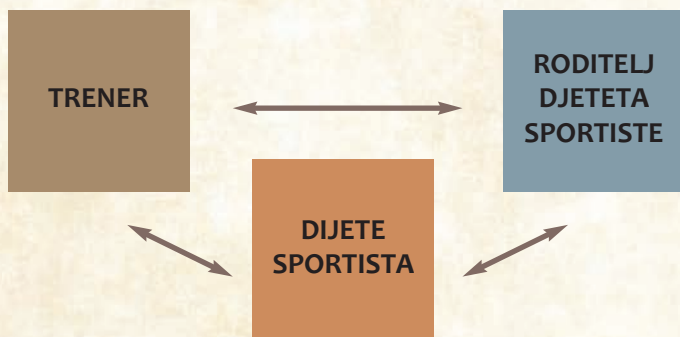
The biggest problem is that most coaches are not aware of what and how they speak to their athletes. He can have a perfect idea in his head about exactly what he wants from his athletes, but if he doesn't communicate, believing it is understood, they'll never know exactly what he wants. Before, during and after the competition, such coaches will never communicate enough with their athletes, they will never be precise and clear in their demands, and then it is up to the athletes to guess what is happening in the coach's head and what he really thinks.

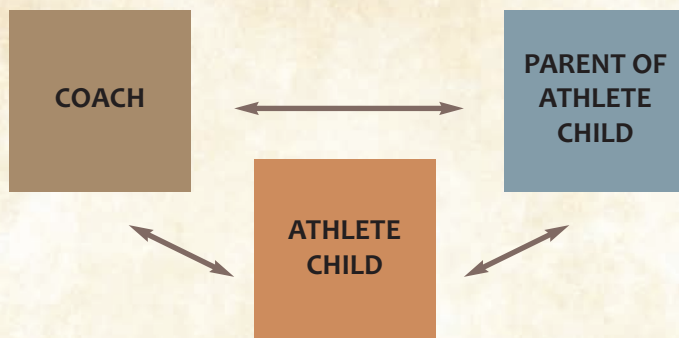
Postoje treneri koji navijaju, galame, mašu rukama i pokušavaju na sve moguće načine objasniti svom sportisti ili ekipi svoje zamisli. I to je komunikacija ali nije uvijek dobra niti uspješna. Često su puno efikasniji komunikatori oni treneri koji samo sjede i pomno prate utakmicu, koji su koncentrirani na svaki trenutak i ne propuste nešto što bi moglo biti od odlučujuće važnosti, a ako je komunikacija između sportiste i trenera dobra dovoljno je samo par riječi i pokreta rukama da se razumiju.

Trener bi trebao znati koja tehnika i taktika više odgovara njegovom sportisti ili ekipi. Takva vrsta komunikacije gradi se na svakom treningu, kako bi na utakmici bila dovedena do savršenstva.

Osnovni princip komunikacije vrlo je jednostavan - nemoguće je ne komunicirati. U svemu što se kaže ili ne kaže, tonom glasa, brzinom govora, stavom tijela i svim pokretima uvijek se komunicira. Kada se namjerno ili slučajno ignoriše sportistu i to je oblik neverbalne komunikacije. Sa svim tim ne samo da se komunicira nego je takav način komunikacije i najizraženiji. To bi ukratko značilo da riječi koje koristimo u svojim razgovorima pokrivaju samo oko 10% pravog značenja komunikacije, a pravo značenje riječi pokazuje baš ta neverbalna komponenta koja je često i sasvim nesvesna.

Komunikacija između trenera, sportista i roditelja postaće uspješna ako će se trener, sportista i roditelj ponašati u skladu s pravilima, odnosno ako će se pridržavati kodeksa ponašanja. Takođe je važno biti svjesan kako treneri svojim ponašanjem predstavljaju model sportistima. Ukoliko želimo da se sportisti ponašaju pristojno, odgovorno i pošteno, tada je prvi korak da treneri svojim ponašanjem daju sportistima upravo takav primjer. Stoga slijedi opis kodeksa ponašanja za trenere, sportiste i roditelje.





There are coaches who cheer, signal, wave their hands and try to explain their ideas to their athlete or team in every possible way. And that's communication, but it's not always good or successful. Often more efficient communicators are those coaches who just sit and closely follow the competition, who are concentrated on every moment and do not miss something that could be decisive, and if communication between athletes and coaches is good enough just a few words and hand movements is enough to understand each other.

The coach should know which technique and tactics correspond more to his athlete or team. This kind of communication is built on every training, in order to bring the competition

The basic principle of communication is very simple - it is impossible not to communicate. In everything that is said or not, the tone of voice, the speed of speech, the attitude of the body and all movements always communicate. When the athlete is deliberately or accidentally ignored, it is a form of non-verbal communication. Not only does it communicate, but it is also the most pronounced way of communication. This would mean that the words we use in our conversations cover only about 10% of the true meaning of communication, and the true meaning of the word shows precisely this non-verbal component, which is often completely unconscious.

Communication between coaches, athletes and parents will become successful if the coach, athlete and parent act in accordance with the rules, i.e. if they adhere to the code of conduct. It is also important to be aware that coaches represent a model for athletes with their behavior. If we want athletes to behave politely, responsibly and fairly, then the first step is for coaches to give athletes such an example. Therefore, the following is a description of the code of conduct for coaches, athletes and parents.

## Kodeks ponašanja trenera, sportista – djece i roditelja

Da bismo poboljšali kvalitet međusobne komunikacije između trenera, sportista i roditelja, zatim kvalitet rada u trenažnom procesu i kod trenera i kod sportista, te učestovanje na utakmicama sastavili smo kodeks ponašanja za trenere, sportiste i roditelje:

### TRENER NA TRENINGU

- *Poštovati sebe, djecu s kojom radi, poštovati zajedničku imovinu.*
- *Trener je odgovoran za organizaciju i kvalitet treninga.*
- *Trener dolazi najmanje 15 minuta prije početka aktivnosti, a odlazi posljednji.*
- *Trening odrađuje u sportskoj opremi.*
- *Za svakodnevne aktivnosti uz pomoć djece preuzima i vraća rekvizite.*
- *Aktivno učestvuje na treningu (demonstracija elemenata tehnike i taktike), objašnjenja i upute trebaju biti jasne i dostupne svakom djetetu, aktivan nadzor nad djecom s kojom radi.*
- *Poštuje dogovorene odluke kluba ili nadležne institucije.*
- *Poštuje hijerarhiju.*
- *Obavezno i aktivno učestvuje u radu svih trenera – kolega.*
- *Posvećuje vrijeme roditeljima djece s kojom radi prema dogovoru.*



## Code of conduct for coaches, athletes – children and parents

In order to improve the quality of communication between coaches, athletes and parents, then the quality of implementation of the training process with both trainers and athletes, and participation in competitions, we have set out code of conduct for coaches, athletes and parents:



### COACH AT THE TRAINING SESSION

- *Respect oneself, the children he/she works with, common property.*
- *Coach is on point for the organization and quality of work.*
- *Coach arrives at least 15 minutes before the start of activity and leaves last.*
- *Coach conducts the activity in sports equipment.*
- *For everyday activities, with the help of children, brings and returns the aids to the field.*
- *Actively participates in training class (demonstration of elements of technique and tactics), explanations and instructions should be clear and accessible to each child, active supervision of the children he works with.*
- *Respect the agreed decisions of the club or the competent institution.*
- *Respects the hierarchy.*
- *Active and responsible participation in the work of all coaches – colleagues.*
- *Interacts with parents of children he works with as agreed.*

## TRENER NA UTAKMICAMA

- Svojim primjerenim ponašanjem i vođenjem utakmice, daje primjer djeci i službenim osobama (sudijama, delegatima i dr.).
- Služi se pedagoškim jezikom i rječnikom u komuniciranju sa svim učesnicima utakmice.
- Učestvuje na utakmici u sportskoj odjeći i obući.
- Trener na utakmici donosi ostalu sportsku opremu ukoliko za to ima potrebe.



## TRENER NA PUTOVANJIMA (autobus, hotel)

- Odgovoran je za svako dijete i djetetovu sigurnost.
- Drži red i disciplinu na potrebnoj distanci.
- Prvi dolazi na zakazano mjesto i odlazi posljednji.

## COACH AT THE COMPETITION

- *With its appropriate behavior and conduct at the competition, it exemplifies good behavior for children and official persons (judges, delegates, etc.).*
- *He uses pedagogical language and vocabulary in communicating with all participants in the competition.*
- *Participate in the competition in sports clothing and footwear.*
- *Coach brings other sports equipment to the competition if there is a need.*



## COACH ON TRIPS (bus, hotel)

- *Responsible for every child and child's safety.*
- *Maintains order and discipline at the required level.*
- *Arrives first and leaves last from the meeting point.*



### TRENER NA JAVNIM MJESTIMA

- Svojim ponašanjem ne šteti svom ugledu i ugledu kluba ili institucije.
- Vodi računa o svom spoljnom izgledu (oblačenje, održavanje lične higijene).
- Iskazuje svoju odanost i lojalnost prema klubu ili instituciji bez ustručavanja u svim kontaktima s pojedincima i institucijama.
- Ne ulazi u kontakte i suradnju s osobama i institucijama koje mogu štetiti radu i ugledu kluba.
- Svojim djelovanjem i ponašanjem na javnom mjestu je uzor svima.
- Afirmiše uzajamno poštovanje kolega, na ličnom i profesionalnom nivou.

## COACH IN PUBLIC PLACES

- *It does not harm the personal reputation and reputation of the club or institution.*
- *Takes into account its personal external appearance (dressing, maintenance of personal hygiene).*
- *Shows his loyalty and loyalty to the club or institution without hesitation in all contacts with individuals and institutions.*
- *Does not enter into contacts and co-operation with persons and institutions that can damage the work and reputation of the club.*
- *With his/her activities and behavior in public place is a model for everyone.*
- *Affirms mutual respect for colleagues, personally and professionally.*



## SPORTISTA DIJETE NA TRENINGU

- Dolazi tačno i na vrijeme na svaki trening.
- Fizički i mentalno je predan na treningu.
- Provodi trening stalno i redovno.
- Ukoliko nije u mogućnosti doći na trening – sportsku aktivnost na vrijeme obavještava trenera.
- Sluša trenera na treningu.
- Pravovremeno s trenerom komunicira o nejasnoćama i nerazumljivim sadržajima.



## SPORTISTA DIJETE NA UTAKMICAMA

- Dolazi tačno i na vrijeme na svaku utakmicu.
- Ukoliko nije u mogućnosti doći na utakmicu na vrijeme obavještava trenera.
- Sluša trenera na utakmicama.
- Primjenjuje načela fair play-a na utakmicama.
- Poštuje pravila sportske igre.
- Poštuje protivnika, sudije, službene osobe i gledaoce.
- Prihvata poraz s dostojanstvom.



### ATHLETE CHILD AT THE TRAINING SESSION

- Arrives exactly on time for every training.
- Physically and mentally committed in training.
- Conducts training systematically and regularly.
- If unable to attend training – sport activity notifies coach on time.
- He listens to the coach in training.
- Communicates with the coach in due time about ambiguities and if he doesn't understand something.



### ATHLETE CHILD AT THE COMPETITION

- Arrives exactly and on time to every competition.
- If he is unable to attend the competition in time he notifies the coach.
- Listens to the coach at the competition.
- Applies fair play principles in competition.
- Respects the rules of the sports game.
- Respects opponents, judges, officials and spectators.
- Accepts defeat with dignity

## SPORTISTA DIJETE - SOCIJALNE KARAKTERISTIKE

- *Dobro i kvalitetno organizuje vrijeme izvan treninga.*
- *Ne zanemaruje ostale aktivnosti.*
- *Predan je učenik u školi.*
- *Ne izostaje s nastave.*
- *Redovno ima pravilnu, tj. adekvatnu ishranu.*

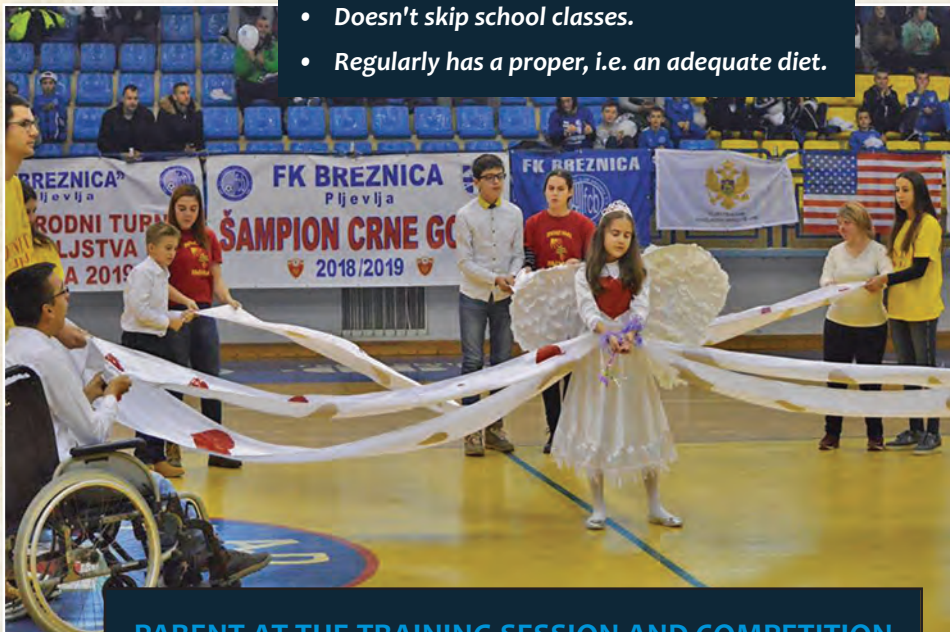


## RODITELJ NA TRENINGU I TAKMIČENJIMA

- *Za vrijeme treninga i utakmice nije dozvoljen ulazak u sportske objekte i druge službene prostore.*
- *Prije, za vrijeme i poslije utakmice i treninga ne savjetuje trenera kako da radi svoj posao.*
- *Ne dobacuje nedolične komentare djeci, trenerima, delegatima i dr. službenim osobama te roditeljima druge djece.*
- *Ne pokušava biti trener svome djetetu za vrijeme utakmice i treninga.*
- *Na treninge i utakmice ne dolaze u alkoholisanom stanju.*

## ATHLETE CHILD - SOCIAL CHARACTERISTICS

- *Spends good quality time outside training.*
- *Doesn't neglect other activities.*
- *Committed to his/her school studies.*
- *Doesn't skip school classes.*
- *Regularly has a proper, i.e. an adequate diet.*



## PARENT AT THE TRAINING SESSION AND COMPETITION

- *During training and competition, entry into sports facilities and other official premises is not allowed.*
- *Before, during and after competitions and training does not advise the coach how to do his job.*
- *Does not make undue comments to children, coaches, delegates, etc. official persons and parents of other children.*
- *Doesn't try to coach his/her child during competition and training.*
- *Does not come to the training sessions and competitions under the influence of alcohol.*



### SAVJETI ZA RODITELJE

- *Pokažite interes, entuzijizam i podršku svome djetetu.*
- *Dajte ohrabrenje svoj djeci za vrijeme utakmice.*
- *Dajte ohrabrenje kako u pobjedi tako i u porazu.*
- *Gledajte na sudije i ostale službene osobe kao na savjetnike – ne kritikujte sudijske odluke.*
- *Kontrolišite svoje emocije.*
- *Pružite pomoć ako Vas to zamoli trener ili neka druga službena osoba.*
- *Pokažite poštovanje za rad u klubu.*
- *Ne pretjerujte u nabavljanju opreme.*
- *Mislite na to da se vaše dijete bavi sportom, a ne Vi.*

## ADVICE FOR PARENTS

- *Show interest, enthusiasm and support to your child.*
- *Give encouragement to all children during the competition.*
- *Give encouragement both in victory and in defeat.*
- *View the judge and other officials as advisors – do not criticize judges' decisions.*
- *Control your emotions.*
- *Provide assistance if requested by the coach or other official person*
- *Show respect for work done at the club.*
- *Don't exaggerate in purchasing sports equipment.*
- *Be aware that your child is the one practicing sport, not you.*



## 10 zlatnih pravila kako biti uspješan trener

1. Trener mora biti stručno osposobljen za rad i treba biti predan u potpunosti trenerskom poslu.
2. Trener mora biti učitelj, pedagog, psiholog i prijatelj sportisti - djetetu.
3. Trener mora biti uredan i uvijek sportski odjeven na treningu ili utakmici.
4. Trener mora obratiti pažnju kako su sportisti odjeveni na treninzima, utakmicama i putovanjima.
5. Trener mora iskazati zanimanje za školske uspjehe svojih sportista.
6. Trener mora imati dobru saradnju s roditeljima.
7. Trener bodri i veseli se uspjehu svojih sportista, te djeluje smirujuće i s puno razumijevanja ukoliko uspjeh izostane. Bitno je učestovati, biti aktivan i uticati pozitivno na životne navike.
8. Trener na putovanjima, kampovima, turnirima i dr. vodi brigu o ishrani djece, te o fiziološkim potrebama sportista - djeteta (pogotovo kada se radi o manjoj djeci).
9. Trener treba prepoznati kada sportistu - dijete nešto muči.
10. Trener treba odgajati sportskom u sportskom, fair play, zdravstvenom i kulturnom duhu!

**Trenerski posao treba cijeniti, jer to su ljudi koji su u konačnici puno više sa sportistima („drugom djecom“) i ostalim sportskim radnicima nego s vlastitom djecom i porodicom.**

## 10 golden rules how to be a successful coach

1. Coach must be professionally trained and fully committed to the coaching work.
2. Coach must be a teacher, pedagogue, psychologist and friend to a child athlete.
3. Coach must be orderly and always sport-dressed in training or competition.
4. Coach must pay attention to how athletes are dressed in trainings, competitions and travel.
5. Coach must show interest in the academic successes of his athletes.
6. Coach must have good cooperation with parents.
7. Coach cheers and looks forward to the success of his athletes, and acts calmly and with a lot of understanding if success fails. It is important to participate, to be active and to have positive influence to the lifestyle habits.
8. Coach takes care of children's nutrition and the physiological needs of the athlete - child (especially when it comes to small children) on travels, camps, tournaments, etc.
9. Coach should recognize when the athlete - the child is struggling.
10. Coach has to raise athletes in spirit of sports, fair play, health and culture!

**The coaching job should be appreciated because these are people who are ultimately much more with athletes (“other children”) and other sports workers than with their own children and family.**







## KODEKS PONAŠANJA ZA TRENERE, SPORTISTE, DJECU I RODITELJE

Izdavač: FK "Breznica" - Pljevlja

Za izdavača: Zoran Vuković

Prevod na Engleski jezik: Višnja Čipčić

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