

THE TECHNICIAN

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**NEWSLETTER
FOR COACHES**

**No 44
NOVEMBER 2009**



The magic and the smile of Bobby Robson will always be remembered.

IMPRESSUM

EDITORIAL GROUP

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PRODUCTION

André Vieli
Dominique Maurer
Atema Communication SA
Printed by Artgraphic Cavin SA

ACKNOWLEDGEMENTS

Monica Namy
Stéphanie Tétaz

COVER

Coach Fabio Capello salutes David Beckham, John Terry and Wayne Rooney as England qualify for the 2010 World Cup.

(Photo: Empics Sport)

THE BEST OF BOBBY

EDITORIAL

BY ANDY ROXBURGH,
UEFA TECHNICAL DIRECTOR

I write this with a heavy heart, with admiration and with a smile. The passing of Sir Bobby Robson has provoked a cocktail of emotions for all of us in football's coaching community, because the man who led England to a World Cup semi-final was universally admired, appreciated, respected, even treasured. To be caught up in Bobby's bubbling enthusiasm was to be intoxicated with the romance of the game. I once asked him what his main quality was, and he replied: "The key word is love – I just adore football". Well the feeling was mutual – the game's affection for him was boundless.

Fellow technicians and players he worked with were always fulsome in their praise. Sir Alex Ferguson once said: "He's a true football man who has committed his whole life to football. I think he is one of the most-loved and respected managers in the world." Louis van Gaal declared: "I love Bobby Robson." And Franz Beckenbauer described him as a "sportsman from tip to toe." Meanwhile, David Beckham said of Bobby: "He is an amazing person and the aura around him is so special." And Luis Figo, with sincerity, declared: "He's a legendary coach and I'm happy to have worked with him at two different clubs." The public reaction to his death, the turnout at his recent memorial service and the multitude of compliments from football colleagues underlined the popularity of the man. At UEFA's recent coach education workshop, we paid our own tribute to Bobby during the opening session – the spontaneous applause of his coaching colleagues, who had come from all over Europe, was testament to their feelings for a special man.

But Bobby wasn't just about enthusiasm and energy. He was a highly competent coach and a wise council for others. At a UEFA coaches conference same years ago, he described his approach to crisis management with a story about his time at FC Barcelona. On one occasion, his team were losing heavily at home (4-1 down just after half-time) and the crowd were waving white handkerchiefs to emphasise their frustration. I asked Bobby: "What did you do?" He replied: "I called a taxi." Humour was never far away when you communicated with Bobby. No, he didn't call a cab, he made his tactical changes, his astute substitutions, and the opponents, Atlético Madrid, were finally beaten by five goals to four. Bobby explained: "I learned how to make tactical substitutions to win a match, especially during my years in Holland, Portugal and Spain. The main thing is to pose the other coach a problem, to read the game, and to make decisions which create an advantage."

Everyone who ever worked with him always got the best of Bobby – it was 100% or nothing. I remember interviewing him for this publication. He got up, started running around the room to describe the movements of Alan Shearer, his star striker at Newcastle United. I had to ask him to come back and sit down because the tape recorder could no longer pick him up. He said at that time: "I'm hooked on football. I get

excited every time kick-off approaches. Even when the opposition scores after 21 seconds, I still bounce back."

Bobby's record as a coach was outstanding. Winning the UEFA Cup with Ipswich Town was a remarkable achievement. As he himself said: "Taking Ipswich from a "Cinderella" club to the top level in Europe was fantastic. Yes, I had 14 years to do it. I had no money, but I had time." Thereafter, he was a success with England, PSV Eindhoven, Sporting Clube de Portugal, FC Porto and FC Barcelona, where he won the European Cup Winners' Cup in 1997. At the last three mentioned clubs he nurtured a young assistant called José Mourinho, who went on to win the UEFA Champions League and the UEFA Cup, and is currently leading FC Internazionale Milano. Bobby influenced many players and numerous coaches throughout his career – he cast his spell, his football magic, wherever he went.

When Bobby left Newcastle United, he called Gérard Houllier, who had just parted company with Liverpool FC. Without any trace of arrogance (Bobby was humility itself), he said to his coaching colleague: "How will they ever replace us?" There was no need to answer the question. Bobby Robson was unique. A man of the pitch, an inspiration to many, someone who will be remembered with great admiration and with a smile.



Bobby Robson in conversation with UEFA's technical director, Andy Roxburgh, when they managed England and Scotland respectively.

INTERVIEW

BY ANDY ROXBURGH,
UEFA TECHNICAL DIRECTOR



AS A DUTCHMAN AND A FLYING WINGER IN HIS PLAYING DAYS, IT IS LITTLE WONDER THAT HE IS A CHAMPION OF ATTACKING FOOTBALL, ALTHOUGH THIS DOES NOT MEAN THAT HE CAN'T BE PRAGMATIC WHEN THE SITUATION REQUIRES IT. HE PLAYED AT GO AHEAD EAGLES, AMONG OTHERS, AND RETURNED TO MANAGE THE CLUB BEFORE MOVING TO A VARIETY OF DUTCH CLUBS, INCLUDING SPARTA ROTTERDAM, VITESSE, NAC BREDA AND AFC AJAX. HE ALSO COACHED IN HUNGARY WITH MTK BEFORE HIS STINTS AT FC BARCELONA (2003–2006) AND CHELSEA FC (2007–2008) AS ASSISTANT TO FRANK RIJKAARD AND AVRAM GRANT RESPECTIVELY. HIS PARTNERSHIP WITH FRANK DELIVERED THE UEFA CHAMPIONS LEAGUE TROPHY AND THE LIGA TITLE, WHILE HIS WORK WITH AVRAM TOOK HIM TO THE 2008 UEFA CHAMPIONS LEAGUE FINAL, WHICH MANCHESTER UNITED WON ON PENALTIES. THE FAR-TRAVELLED FOOTBALL MAN FROM AMSTERDAM JOINED GREEK SIDE PANATHINAIKOS AS HEAD COACH IN JULY 2008 AND HAS HIS SIGHTS SET ON THE DOMESTIC TITLE, NOT TO MENTION QUALIFICATION FOR EUROPE. HE IS AN ARTICULATE, PASSIONATE MAN, WITH A COMPELLING INTEREST IN YOUTH DEVELOPMENT – HE IS...

HENK TEN CATE

1 • You were a flying winger – did that role as a player influence your philosophy as a coach?

Not specifically as a winger, but yes as an attacking player. Of course, I also come from Holland where the game is very offensive, and that philosophy is therefore in my blood. The role of a forward in Holland or England is completely different from those in Latin countries. A lot of coaches make statements about their approach, but it is like building a house: you need to start with the foundations and, in football, that means taking care of defensive organisation. But, my background at a club like Go Ahead Eagles developed a passion for an attacking game, for developing good players – it was the first Dutch club to have an academy and it was staffed by enthusiastic ex-players. We developed a typically Dutch style of positive possession play and, of course, promoted the use of wingers. Playing in triangles was at the core of our game. I have

worked in a lot of countries and the coaching practices and drills are much the same, but it's what you do with them that makes the difference. It also depends on the level – it is more difficult to work at the top with all the egos, because they don't like to be stopped or corrected.

One of the keys to the success at Ajax was that most of the players had come through the academy and they were all well educated before they reached the first team. I personally like to work with young players, to develop their talent.

2 • You were very successful with Frank Rijkaard at FC Barcelona – how would you describe Barça's approach to the game?

You can compare the Barça set-up to the academies in Holland. It is the same approach, building up the players step by step for the highest

level. FC Barcelona is a Catalan club with big Dutch influences. Many coaches from the Netherlands have had a major impact there, starting with Rinus [Michels] and Johan [Cruyff]. Also, they have a philosophy of football which is very close to our football. But Spanish players, in my opinion, have a better technical training than many others in western Europe. The basis of the team at Barça was therefore home-produced, while a few top players were bought to add an extra dimension where a gap existed.

3 • You have played the role of assistant a few times, notably at FC Barcelona. What did the role of assistant entail and what are the keys to success in that position?

When I went to Barcelona with Frank, we spoke about how we could work together. I had only been an assistant once before I arrived at the Nou Camp. Frank was a friend of mine and this

**HENK TEN CATE GATHERS HIS
PANATHINAIKOS PLAYERS AROUND
HIM DURING TRAINING
BEFORE MEETING VILLARREAL IN THE
UEFA CHAMPIONS LEAGUE.**



Tuson/AFP/Getty Images



**Henk ten Cate
instructs his players
from the technical
zone during a
UEFA Champions
League match.**

Koepsel/Bongarts/Getty Images

made it easier to discuss the roles we would play. It was a challenge because Barça hadn't won the championship for five years. Frank was also new to club football, while I had the experience, albeit at smaller clubs. So I made a proposal about the things I could do to help. The relationship we had, and the relationship we built with the players, was the key. In Spain, they call it "poli bueno, poli malo": good cop – bad cop. So I was the bad cop and Frank was the good cop. Really, it wasn't that we consciously did this, but it was our characters. It was a very good balance. I had to win the respect of the players, because respect you don't get by simply being there, you have to earn it. Frank had a big advantage as he had been one of the best players in the world. For me it was different – I had to state my case on the field, with the training, with everything relating to the players. I would speak a lot to the players. We directly spoke Spanish with them, even though it was very difficult for us.

Frank and I even spoke Spanish to each other because we didn't want to give anyone the impression we were talking about people behind their backs. I think the players really appreciated that. Although we had a few Dutch players, we only spoke in Spanish. I think this approach had an impact because the players recognised that we were willing to work hard, to sacrifice, in order to get good results. The first year was very difficult. The club had a new president and was at a crossroads, and we had to form the squad before proceeding. During this time I went to the dressing room before and after training to talk to the players about everything that affected them – trying to win confidence. We had to take many tough decisions, to be aware of the politics, but that is managing at the top level. Halfway through the season we started to show a marked improvement. The turning point was an away game at Sevilla FC, when we were out-played but won 1-0 and I realised that there was a "football God". This result changed everything.



**HENK TEN CATE WITH
UEFA'S TECHNICAL DIRECTOR, ANDY ROXBURGH,
AT A UEFA COURSE IN ATHENS**

We won 13 games in a row, overtook Real Madrid CF and finished runners-up in La Liga. The next two seasons we won the title, the UEFA Champions League, and the rest is history.

4 • As someone who has coached in six different countries, does a national identity, a nation's style of football still exist?

Yes, but things are changing because of the movement of players and coaches. Here in Greece, there is a certain style and in Holland a different approach. This is particularly the case at club level, while the national teams retain their national identity. National team players have usually been developed in that country and they keep much of their national mentality. However foreign coaches can influence change, and this can help to raise standards to top European level. But it's not easy, especially in southern European countries where emotions are a major part of daily society and the football media is intense.

5 • What do you look for in a player?

I like offensive-thinking players. I like players who are creative and dedicated to the game. With only this type of player, of course, you don't win games – you need a balance. But my teams will always be slightly towards the creative and the attacking side of the game. A love of football is also very important because today we have some who just love the money. When I was a player, I never thought of the money.

I was proud to be chosen by a professional club and the money was of secondary importance. I like players who have the same attitude to the game as me.

6 • Has the increase in player power influenced your style of coaching?

If I say no, I lie. But when you are with big teams you need to be a politician, being careful with your communications. I cannot always follow my heart because this is not always the appropri-

ate thing to do. Most top coaches have had to adapt a little, particularly with the influence of business in football. For example, can we sell this player? No, it is not good for the business to sell.

Sir Alex Ferguson at Manchester United is probably one of the few top coaches today whose decisions are not influenced by outside pressures. I don't know Alex well, but I really like him. The passion he still shows, even when his team scores, is fantastic, and remember, he is the most successful coach in the world.

7 • Are wingers, like yourself, a dying breed?

No, they are coming back again. They left but they are coming back again. The majority of teams today play 4-2-3-1 and they need players on the sides who have speed. Depending on the philosophy of the coaches, they use either midfield players or wingers. I always play with forwards, rather than midfield players. There are some very promising young players on the horizon, such as the Dutch boy Eljero Elia at Hamburg. I recommended him to Ajax but it didn't work out and Hamburg got a bargain. The only space today is on the wings, and even if you only start your run from there like Messi and Ronaldo, it is an area which must be filled and exploited.

8 • You were the head of youth development at Go Ahead Eagles. What is the key to success for the youth academies?

A priority is to have a philosophy of football. We must invest in the future of the game and to show my commitment to that I have shares in my old team Go Ahead Eagles. The trouble is they gave the academy away to become part of a joint venture. When I stop coaching, I will help the club to return to a higher level. The first move will be to bring back the academy. When you have a good academy, you always get a return.



Henk ten Cate at a training session with Ajax's players

**HENK TEN CATE TOOK
PART IN THE UEFA ELITE COACHES
FORUM IN SEPTEMBER.**



Giving advice to Samuel Eto'o at Barcelona

A club needs a short-term and a long-term policy – with no academy, there is no long-term policy and you will pay for that eventually.

9 • What advice would you give to a young coach who is starting his career?

Work hard and absorb everything you can. Watch training sessions, speak

with coaches, go on courses. Everything will depend on what you do with your opportunities. When I was studying for my coaching licence, I went to watch Ajax training every weekday for nearly a year while some made occasional visits – I stayed at Milan for eight days, not just one. I wanted to learn, I spoke to players and to coaches. Even when you

get your licence, you are only starting. You need to keep absorbing, keep developing.

10 • How do you see the game evolving?

The game is getting faster and faster and space becomes even more limited. The pressure on coaches will continue to increase in a world where results become the only target. This worries me because this will not improve the game. The constant changing of coaches doesn't help – it is change for the sake of change.

11 • Is there anything that you would change about the game today?

I think we need to look at the offside law again. I played in North America and saw the arrangement there where the field was divided into three zones and the middle one was free of offside. Anything that would increase the space to play in would be worth considering. The offside game can be very destructive.

12 • What do you hope to achieve, short term and long term?

For me, it is very important to win the Greek title with Panathinaikos and to leave something behind. That means that I will have developed a team that plays positive football and that I have developed some young players who can blossom in the first team. I am not the kind of coach to hire for short-term results, I love the game too much just to settle for a win. Football is not just for you and me, it is for all the millions who love the game. I think all coaches should think about their responsibility to the supporters for producing an enjoyable game. Long term, as I said, I hope to go back to my old club Go Ahead Eagles and to invest in its future. It is like life itself, if you don't put something in, you won't get anything back.



UEFA-plwoods.ch

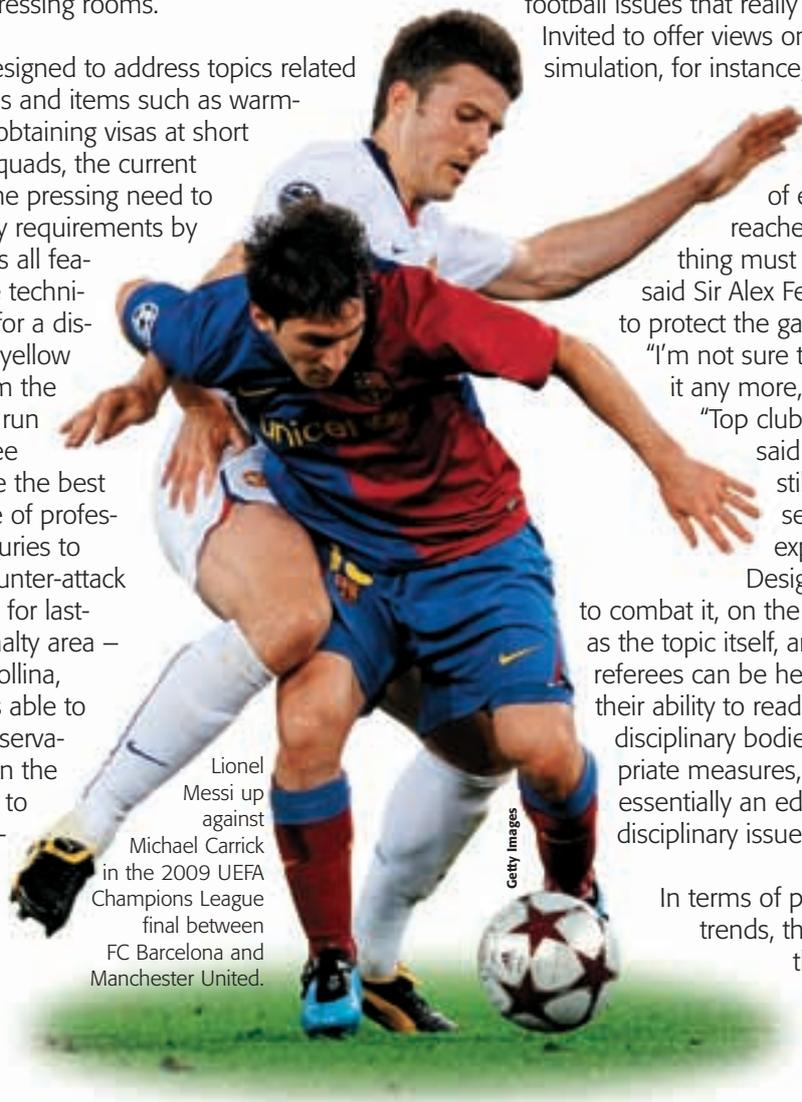
THE UEFA PRESIDENT, MICHEL PLATINI, GREETSDAN PETRESCU (UNIREA URZICENI) AT THE ELITE COACHES FORUM. DIDIER DESCHAMPS (OLYMPIQUE DE MARSEILLE) LOOKS ON.

STYLE, STARS AND SIMULATION

WERE AMONG THE ITEMS DEBATED AT THE 11TH ELITE CLUB COACHES FORUM STAGED AT UEFA'S HEADQUARTERS IN NYON AT THE BEGINNING OF SEPTEMBER

"The pitch is an absolute priority. If you want to see top-level football, you need a top-level playing surface." The unanimously supported comment by Arsène Wenger was one of the points to emerge from a forum where discussion ranged from the grassroots to the galaxies which now populate the top clubs' dressing rooms.

The forum was initially designed to address topics related to UEFA club competitions and items such as warm-up timings, difficulties in obtaining visas at short notice for multinational squads, the current disciplinary system and the pressing need to enforce basic pitch-quality requirements by guidelines and regulations all featured on the agenda. The technicians expressed support for a disciplinary system where a yellow card could be erased from the records as a reward for a run of subsequent caution-free games. Other issues were the best ways to deal with the use of professional fouls or feigned injuries to break up an opposing counter-attack or the fairest punishment for last-defender fouls in the penalty area – an area where Pierluigi Collina, a guest at the forum, was able to offer some interesting observations. Other themes within the refereeing sphere related to the often requested relaxation of the 'sitting only' rule in the technical area or the experimentation with two additional assistant referees – a move rated as positive in the sense that it represents progress.



Lionel Messi up against Michael Carrick in the 2009 UEFA Champions League final between FC Barcelona and Manchester United.

Getty Images

The forum has evolved during its 11-year lifespan, with the technicians relishing the all too rare opportunity to get together and interchange experience. As Andy Roxburgh points out, "apart from talking about referees, regulations and competitions, we also talk about management and football issues that really matter to the coach."

Invited to offer views on the thorny theme of simulation, for instance, the technicians jumped at the chance to condemn a practice that the media sometimes accuse them of encouraging. "We've reached a point where something must be done about diving," said Sir Alex Ferguson. "We have a duty to protect the game," said Gérard Houllier. "I'm not sure that football can tolerate it any more," said Arsène Wenger. "Top clubs need to set an example," said Leonardo. David Taylor, still in his capacity as general secretary at that time, explained UEFA's stance.

Designing a legally valid strategy to combat it, on the other hand, is as thorny as the topic itself, and it was felt that, although referees can be helped to further develop their ability to read the game and although disciplinary bodies can try to take appropriate measures, the long-term solution is essentially an educational rather than a disciplinary issue.

In terms of playing and goal-scoring trends, the coaches acknowledged the tendency in high-profile UEFA Champions League matches towards high-tempo ball circulation with rapid switches of play

**SIR ALEX FERGUSON (MANCHESTER UNITED)
WITH MANUEL FERREIRA (FC PORTO) AND WALTER SMITH
(RANGERS) AT THE ELITE COACHES FORUM**



from flank to flank. Fullbacks are increasingly responsible for deliveries from the wide areas while, as Manuel Pellegrini and Sir Alex Ferguson underlined, lone strikers need to be powerful and tough enough to create openings for the players who flood forward from deeper positions. The ability to cope defensively with this and to counter-attack at high speed remain fundamental weapons.

This inevitably led to debate on playing styles and whether FC Barcelona's treble of league, Copa del Rey and UEFA Champions League would entice other teams on to the same path. Henk ten Cate, whose current position at Panathinaikos has allowed him to add a sixth country to his coaching CV, commented, "it's one thing to want to play in that style and another thing to do it. It would be very difficult for an English club to copy it, for example. With Barça, you're talking about the quality of the individuals within a philosophy and a culture that has been built over a long time."

But the forum acknowledged a growing demand for clubs – even those with lower expectations in terms of silverware – to remain faithful to a certain style of playing the game. "Up to a point," commented Leonardo. "There is a certain culture at AC Milan but the playing style which started with Arrigo Sacchi was modified by Fabio Capello and Carlo Ancelotti – but all three were successful." At other clubs, a philosophy is not necessarily linked to success but rather to other factors, such as the need to express a local or regional identity or to represent certain sectors of society.

In this respect, the unanimous view was that, in terms of implanting or nurturing a footballing culture, continuity is the key word. With the likes of Sir Alex Ferguson, Arsène Wenger and Thomas Schaaf in the room, it was easy to associate their clubs' playing philosophy with the longevity of the coach or manager. "Even so," Thomas Schaaf was quick to point out, "there are shades of

meaning. I have been at Bremen for many, many years and we have always moved in the same general direction with regard to the way we play. But it has to be said that the loss of Diego during the summer obliged us to adopt a different style of play. The implementation of a philosophy depends on the players you have available."

For many coaches, 'continuity' is almost a synonym for utopia. Despite the presence of Sir Alex and Arsène, the average tenure in England's Premier League has now dropped to 15 months – which means that 'continuity' often needs to stem from other components, such as technical directors, those responsible for academies and youth development, or from decision-makers in the upper echelons of the club. As Henk ten Cate put it, "you need to implant a culture and a style that are strong enough to survive the loss of the coach."

These days, the 'loss of the coach' can be attributed to a wide range of footballing ailments with, in the case of the elite club coaches who met in Nyon,

the leadership and man-management challenges endemic to modern globalised dressing rooms not renowned for their lack of egos. According to the Anglo-American poet W.H. Auden, "triumph is pleasant and defeat painful but, to an egoist, both are equally interesting, for what matters is not the content of the experience but the fact that it is his." In the light of this, it was of interest to hear the coaches opine that a degree of egoism is positive if it can be linked to a winning mentality. "A star," said one voice, "is not so much of a problem as a player who thinks he's one but isn't or isn't any longer." It was a theme which was given continuity at the coach education workshop in Athens three weeks later, when one of the items on the agenda was how to prepare the technicians of the future to handle the pressures generated within the environment surrounding the top professionals. The last word at a great event at which so many areas of the game were explored belonged to Sir Alex Ferguson: "one perspective that tends to be forgotten," he remarked, "is that it's the players' job to keep you happy – not the other way round!"



The top-level band of coaches who attended the 11th Elite Coaches Forum

**NICO ROMEIJN,
COACH EDUCATION COORDINATOR
WITH THE DUTCH FA**

THEORY AND PRACTICE

“I’M NOT A BELIEVER IN TALKING TOO MUCH BECAUSE ONE THING I ALWAYS TELL MY PLAYERS IS THAT THERE’S A HUGE DIFFERENCE BETWEEN THEORY AND PRACTICE.” THE WORDS WERE SPOKEN BY THE 2004 EUROPEAN CHAMPION, OTTO REHHAGEL, WHO PLAYED THE ROLE OF HOST ON THE OPENING DAY OF THE 8TH COACH EDUCATION WORKSHOP, WHICH WAS STAGED IN CONJUNCTION WITH THE GREEK FOOTBALL ASSOCIATION IN ATHENS.

When he stepped on stage to address coach educators from all 53 of UEFA’s member associations with his usual passion and enthusiasm, Otto didn’t realise that he had touched on one of the important themes of a three-day event at which the future of football and the best ways of preparing coaches to cope with it provided the core elements.

One of the ways forward is to ensure that coach education is not an academic exercise – although a few member associations still have to contend with pressure from educational institutions which wish to have football coaching in their domain. Indeed, Telis Batakis, director of the Greek FA’s coach education academy, reported that this was a problem in his country before Greece became a signatory to the UEFA Coaching Convention. One of Otto Rehhagel’s other

pieces of advice to his players is “not to go to war needlessly” and the Greek FA has stuck to this philosophy by using FA educators to cooperate with groups which support coach education. The association has also built sports complexes in 38 of the country’s 52 prefectures and, as Telis insisted, “the students participate in predominantly practical training sessions because we want to develop actors, not observers.”

Ratios of theory and practice had also been highlighted during the meeting of UEFA’s Jira Panel which preceded the main event. Discussions on specialised courses for fitness and goalkeeping coaches confirmed the view that a 50:50 ratio might be valid at basic levels but then needs to be more heavily weighted on the practical side. Debate on a futsal add-on diploma uncovered a

preference for 72 of a 120-hour course to be of a practical nature, with an additional 40–80 hours of practical work mandatory for students who wish to take their education a step higher.

The importance of the practical component in coach education courses was underlined during a presentation by Nico Romeijn, staff instructor at the Dutch association’s technical courses. “Practical situations are the most conducive to learning,” he said. “People remember things they have experienced to a much greater extent than they will remember words. Research has shown that we remember 95% of what we experience ourselves and explain to others. So we learn better in a working environment. We are basically talking about the transfer of knowledge from the educator to the coach



**OTTO REHHAGEL ADDRESSES
THE COACH EDUCATION DIRECTORS OF UEFA'S
MEMBER ASSOCIATIONS.**



A group discussion during the workshop in Athens

and then from the coach to the team. So we need to focus on relating the content of coach education courses to the workplace."

The question is how best to put that theory into practice – and what resources are required to do so. As more associations move towards a competence-based approach, the Dutch system, for example, features working visits to leading clubs by a group of four students and an instructor. Students are given a series of specific assignments, such as preparing, carrying out and evaluating training sessions for an Under-19 squad or the best ways of organising the staff around a youth team. Each student has a 'digital portfolio' and online communication helps to maintain permanent contact between students, instructors and mentors without the permanent need to travel. However, a nice balance between digital and face-to-face contact has to be cultivated, as personal contact between student and educator is regarded as crucial.

"The educator needs to identify strengths and weaknesses from the outset," said Wim Koevermans, a former colleague of Nico's at the Dutch FA currently working in the Republic of Ireland. "Then you can tailor the courses to individual needs. The student needs to be challenged and the educator has to know what questions to ask." "The

teacher is a moderator who supports, who helps and who figures out what a coaching candidate will need later in his career," added Germany's Erich Rutemöller. "Both coaches and coach educators need to understand their strengths, their attitudes and their beliefs as a starting point for ongoing development," commented England's former technical director Howard Wilkinson. "If you are not positively affecting the behaviour of your players, you are not a coach. And if you don't change the way they think and feel, then you won't change the way they behave."

This endorsed the views expressed by UEFA's technical director, Andy Roxburgh, on the opening day. "The aim of the coach educator," he said, "is to produce professionally competent, thinking coaches who, in turn, produce skilful, thinking players and creative, attractive teams. The coach educator has a specialised role which has an important influence on the game as well as on individual coaches."

The modern-day coach requires a compendium of technical, management and leadership qualities which are not easy for the individual to possess or acquire. Hence the need for the educator to assist the student coach in identifying potential weaknesses and to offer advice on the best

ways to conceal them or the sort of backroom staff who could help to do so. "The trend," Andy Roxburgh commented, "is towards a more active, interactive, tutor-led type of education based on acquired experience, educational courses and work experience, usually as an assistant or as a student guest. Personal development then continues by managing players and teams – and this learning process never stops."

As Nico Romeijn remarked, "the student coach should also gain a propensity towards lifelong learning." Hence the benefits of getting coaches and coach educators together for interchanges of experience and information – such as at the event in Athens. As Bernd Stober reported, the German association gets the Bundesliga coaches together regularly, an international coaching congress is staged and German coaches working in other countries are reunited for re-education events. UEFA's Study Group Scheme represents another brick in this particular wall, with 16 coach education units featuring among the 51 events which were staged during the 2008/09 season.

However, the workshop in Athens provided an opportunity for some crystal-ball gazing and, in a Greek setting, some relevant philosophising about the future of the game, the additional demands it will place on the coach and the work which will need to be done by the coach educators in order to equip them to meet those challenges. The role now extends way beyond the technical area and the dressing room, with demands from supporters, media, business partners, organisers, agents, politicians and club owners unlikely to diminish. As Gérard Houllier commented, "you need a vision, because when you have not decided where and how to go, you have little chance of getting there. And then you need to share that vision". In the front line of coaching, the priority is to win the next game. But the job of the coach educator is to win the next decade.



**ENGLAND'S WOMEN'S U19 TEAM,
THE NEW EUROPEAN CHAMPIONS**

AN ENGLISH SUMMER

IT WAS A COACH RENOWNED FOR DETECTING AND DEVELOPING OLYMPIC-CLASS TRACK AND FIELD ATHLETES WHO INSISTED, "WHEN YOU'RE LOOKING FOR TALENT, IT'S A MISTAKE TO FOCUS ONLY ON THE WINNERS. VERY OFTEN IT'S THE ONES WHO COME SECOND WHO HAVE GREATER POTENTIAL, A GREATER CAPACITY TO MAKE SACRIFICES AND A GREATER HUNGER FOR SUCCESS." THE PRINCIPLE MAY BE LESS READILY APPLICABLE TO A TEAM SPORT LIKE FOOTBALL, BUT TAKING A GLANCE AT THE SUMMER'S SILVER MEDALLISTS AS WELL AS THE WINNERS IS A WORTHWHILE EXERCISE.

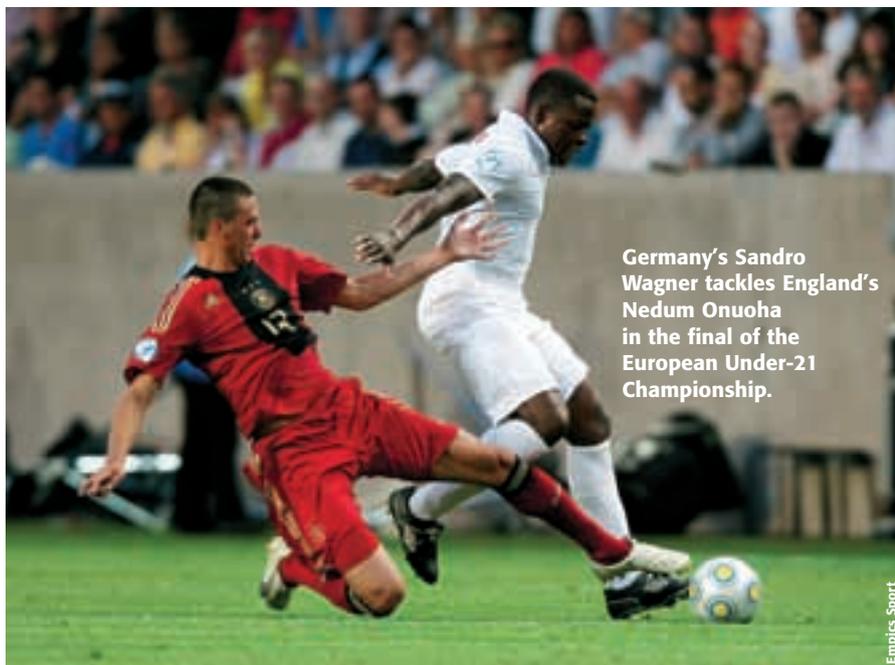
It was certainly a long, golden summer for Germany – running from the European Under-17 title in May to a fifth successive victory in the European Women's Championship in September, with the men's Under-21 trophy also tucked away in the German cabinet at the end of June, when they beat England by the handsome margin of 4-0 in the final.

Despite the defeat, that game in Malmö kick-started a noteworthy run by the

English. Three weeks after the Under-21s had taken their silver medals home from Sweden, the Under-19 girls went one better in Belarus by taking gold in the European final, beating Sweden 2-0 in the Borisov final. Barely a week later, England played yet another final in Ukraine, where the men's Under-19s were beaten 2-0 by the hosts at the Olympiyskiy stadium in Donetsk. And, in September, the women's senior team also took silver medals home from Finland after a European Women's

Championship final in which they came back to 2-3 against Germany, only to be punished by ruthlessly efficient counter-attacks during an all-or-nothing search for gold. The record books will harshly reflect a 6-2 defeat. But it was an achievement for England to reach a European Championship final for the first time and to contribute to a match which promoted women's football in spectacular fashion.

Although the Germans made off with the most glittering prizes, appearances in four finals added up to an impressive summer for the English and a suspicion that this was less of a coincidence than a clear symptom that The FA was getting a lot of things right in terms of development in both the men's and the women's game. "When you get to a final," The FA's technical director, Sir Trevor Brooking, comments, "the aim is to win it, of course. So there has been disappointment in the various dressing rooms. But from a longer-term perspective it is highly positive because it is giving English national team football an air of growing confidence, with the silver medals a reason for optimism without any danger of getting carried away. In other words, it's a case of success which is reassuring in terms of the path we are taking but which underlines that there is still work to be done."



Germany's Sandro Wagner tackles England's Nedum Onuoha in the final of the European Under-21 Championship.

**SIR TREVOR BROOKING,
THE FA'S TECHNICAL DIRECTOR**



Cetty Images

Sir Trevor is quick to endorse the theory that, especially in youth development competitions, 'success' is not necessarily related to medals. "People might look at us and at Germany and think that we were the 'winners'. But all the finalists were winners. Our starting point in every category is the desire to qualify for the finals. So we don't regard the fact that our Under-17s were eliminated in the group stage of the tournament in Germany as 'failure'. The aim is to give as many of our boys and girls as possible the big-tournament experience as part of their learning curve on the international stage."

At the same time, he is quick to acknowledge that different parameters apply to men's and women's football. "There are a lot of separate issues to address in each category," he says. "On the women's side, we could trace our improvement back to a figure of between 40 and 50 centres of excellence, to the contributions made by all the regional coaches and the sustained work which has been done over a lot of time in recent years."

"In the boy's game," he adds, "we've been trying to achieve a degree of continuity. That might sound a bit strange when you're talking about youth development teams where the changes of personnel are continuous. But a big step in the right direction was to have a full-time Under-21 coach. It has meant, over the last two years or so, Stuart Pearce has been able to establish much closer contacts with the clubs and the managers. At the same time, he has close links to Fabio Capello in the senior team and he has spent time during the summer at the Under-17 and Under-19 finals as well as leading the Under-21s. So that allows him to bridge all the gaps and to make sure that players are being developed in a way that allows them to slot into the senior team – which is something you see Matthias Sammer doing with the German teams as well. Transitions from one team to another are much more fluent and, for example, Jack Wilshere – who was at the Under-17 finals in May – was fast-tracked into the Under-21s,

where he played in September. I think it's an important step forward to have more full-time staff who are more visible to the players, to the clubs and to the coaches at the academies where the young players are being developed."

Sir Trevor admits that it is not always easy to achieve the same symbiosis between club and country in men's football. "In the women's game, the release of players is not an issue," he comments. "But it's a greater challenge among the boys. We have gone to some of these final tournaments with teams that were not as strong as they should have been."

This issue emerged as one of the talking points recorded in the UEFA technical report which covers the Under-17 and Under-19 competitions. It was not related exclusively to clubs refusing to release players. During the Under-19 finals in July, there were cases of agents instructing their players to stay in pre-season training with their clubs instead of heading for Ukraine and gaining the prize for having performed well during the qualifying rounds. The question asked in the technical report is: "What arguments can be put forward in order to persuade clubs that, in medium and longer-term player development

perspectives, participation in a top-level European final tournament can be a highly positive and beneficial experience?"

The question was partially answered within a few weeks when, having demonstrated their ability during Ukraine's winning campaign, striker Dmytro Korkishko, captain Kyrylo Petrov and Denys Garmash, the scorer of both goals in the Donetsk final, were registered as members of FC Dynamo Kyiv's UEFA Champions League squad.

Looking back over his 'English summer', Sir Trevor Brooking had no doubts. "From a national team perspective, it was quite enriching – and not just because the senior team qualified for the World Cup finals with a bit of time to spare. In the boys' and girls' sides we have seen players capable of reaching the senior team in the future if they carry on working hard. What's more, those players have gained international experience which will also stand them in good stead if they go into UEFA competitions with their clubs. Being in the final tournaments and reaching those finals has helped the players to develop a better winning philosophy. The results have helped to generate terrific impetus, confidence and enthusiasm."



England's Daniel Gosling (in white) tries to outpace Ukrainian Denys Garmash in the final of the European Under-19 Championship.

Sportsfile



**PAVEL MOKRY SIGNS THE
GRASSROOTS CHARTER ON BEHALF
OF THE CZECH FA.**

THE CHARTER ACCOUNTANT

WHEN THE FIRST ISSUE OF THE TECHNICIAN WAS PUBLISHED 12 YEARS AGO, THERE WAS NO UEFA COACHING CONVENTION, NO UEFA GRASSROOTS CHARTER AND NO UEFA REFEREE CONVENTION. IT WASN'T UNTIL THE EIGHTH ISSUE IN MAY 1999 THAT THE SIGNING OF THE COACHING CONVENTION BY DENMARK, FRANCE, GERMANY, ITALY, THE NETHERLANDS AND SPAIN WAS RECORDED IN THREE PARAGRAPHS. PROVERBS ABOUT ACORNS AND MIGHTY OAK TREES COME TO MIND.

The first of those three paragraphs explained that the convention had been "designed to upgrade standards of coach education, to protect the coaching profession (in particular from attack by outside agencies) and to facilitate freedom of movement within European countries in line with international law". At that point, it would have taken a brave man to predict that, by 2006, each and every one of UEFA's member associations would become a signatory to the convention, that, within a decade, 40 of them would earn the right to award UEFA-endorsed Pro licences, or that 162,240 UEFA-endorsed licences would be issued.

The fact that the Coaching Convention got into top gear so quickly is no excuse to take feet off pedals. UEFA's Jira Panel, instrumental in designing the convention, is now in its 14th year and still pursuing the declared aim of upgrading standards of coach education. Evaluations are still in progress and, even though the motor is running smoothly, it needs regular servicing – which translates into follow-ups and re-evaluations conducted in three-year cycles.

The well-oiled mechanisms of the Coaching Convention have helped other UEFA endorsement pro-

grammes to be quick off the blocks. The Grassroots Charter was not introduced until 2004 but, in five years, it has exceeded all targets. The current status is that 41 member associations have put their signatures to the charter, with 7 more applications under review. The target of 40 for the 2009/10 campaign has been attained with time to spare.

If you're not familiar with the structure, one-star recognition is based on grassroots philosophy, structures and programmes for players and leaders. But 19 associations have already progressed beyond one-star status. The four advanced-level stars are labelled by their initials: P for Promotion and Growth, R for Registered Participants (2% of the population is the base-camp figure), S for Social and Disability programmes and W for participation levels in women's and girls football. England, Finland, Germany, Netherlands, Norway, Scotland and Ukraine have gone even further, adding the superior-level sixth star.

The Referee Convention is the newest kid on the endorsement block, aiming to, as stated in the document itself, "enhance the education of match officials, improve levels of referee instructors, define professional and legal status and ensure that refereeing organisations remain uninfluenced by other bodies such as governments, leagues and clubs." The Referee Guidelines Panel is the equivalent of the Jira Panel in that it sets out the minimum quality standards, while the Certification Panel supports the national associations, examines applications and assesses and monitors the implementation of the quality benchmarks. Although less than four years old, the Referee Convention already has 25 signatories, with the same number of applications in the pending tray. The figures – and the positive reactions from the national associations – suggest that UEFA's endorsement programme is being wholeheartedly endorsed.



Flanked by Michel Platini and David Taylor, the representatives of the Swedish FA at the signing of the UEFA Refereeing Convention



TRAINING ROUTINE

BY **PACKIE BONNER**
 Technical Director of the FA of Ireland

Preparation Exercise

Possession Box GK + 4 v 3

Organisation:

- GK + 4 v 3
- 25m X 35m box
- 5m free zone for the GK

Objective:

- Keep possession to penetrate



Key factors:

Outfield players:

- 1. Outside players keep width and depth
- 2. Keep distance
- 3. Move to create opportunities to receive pass
- 4. Centre players play behind defenders

Goalkeeper:

- 5. Look to get into position to receive pass
- 6. Decide next move before receiving pass if possible
- 7. Position ball off first touch (quality of control)
- 8. Angle and pace of pass
- 9. Disguise pass if necessary
- 10. Support to receive next pass if necessary

Playing out at the back GK + 7 v 4

Objective:

- Play through the defense to midfield to attack

Organisation:

- 11 players + GK
- Half pitch with two small goals as targets
- Initial free zone for the goalkeeper
- Include goal and abolish free zone as a progression
- Progress to GK + 7 v 6

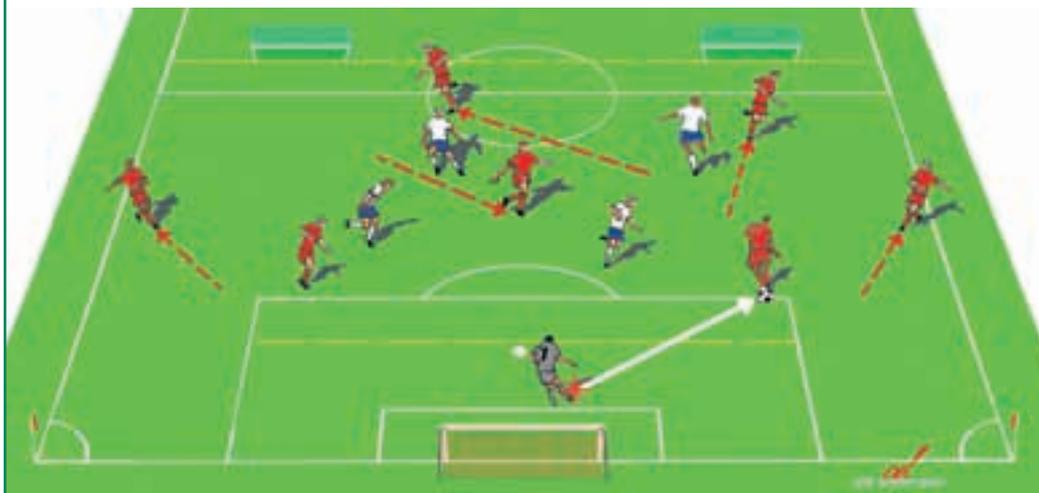
Key factors:

Outfield players:

- 1. Move to create opportunities to receive pass
- 2. Centre-halves keep distance
- 3. Fullbacks push wide and on
- 4. Midfielders keep distance and rotate

Goalkeeper:

- 5. Open body position
- 6. Look forward and wide
- 7. Decide next move before receiving pass if possible
- 8. Position ball off first touch (quality of control)
- 9. Angle and pace of pass
- 10. Support defenders after pass



AGENDA

2009 / 10

11 November

- UEFA Football Committee (Nyon)

30 November – 2 December

- UEFA Workshop for Women's National Coaches (Nyon)

19 – 30 January

- European Futsal Championship (Hungary)

9-11 February

- UEFA Medical Symposium (Sweden)

12-16 April

- 18th UEFA Coach Educators Course (Florence)



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