



Coaching Convention

Syllabus of minimum content:
UEFA Pro diploma
2020 edition



COACH PROFILE

A UEFA Pro licence holder must have a clear understanding of player and team development and coaching at professional level, and must demonstrate competence in the following four areas:

Professional coach

- » Working as the head coach of a professional club's first team or, in some cases, as a member of the coaching staff at professional level
- » Working closely with and leading the coaching and multidisciplinary staff
- » Being involved in developing and applying a club's technical policy and philosophy
- » Ensuring the right balance between the players' professional and private lives
- » Working with professional players from different cultural backgrounds, of different ages and experience, e.g. young talented players, experienced players, star players
- » Dealing with all factors affecting the team's performance: media, players' agents, fans, scouts, sports ethics, etc.
- » Being accountable to the club's management: club owner, club board, technical director, etc.
- » Contributing to the club's overall policy

Player and team

- » Planning, executing and supporting individual player development, including players' own objectives, and complying with the club's technical policy
- » Giving direction and supporting players, enabling them to take responsibility for their individual development and involving them in the process (stimulating self-regulation)
- » Working on the team's development in cooperation with all support staff, i.e. technical, medical and performance staff
- » Managing all aspects of the team's performance
- » Creating a winning team and a high-performance culture in a positive environment at professional level

Training environment

- » Preparing and conducting individual and team training sessions at professional level
- » Working with individual players and the team and understanding how the training session design can affect performance at professional level
- » Designing game-oriented (team tactical) training sessions in terms of opponents, pressure and intensity
- » Planning, delivering and reviewing training sessions in accordance with the club's coaching philosophy
- » Designing a seasonal team-tactical and physical plan in accordance with the competition schedule and the club's objectives
- » Embracing and adopting an interdisciplinary approach to physical and mental preparation and development, wherever possible in cooperation with other members of the multi-disciplinary team, e.g. performance analysts, fitness coaches, sports scientists, medical and other performance staff

Match

- » Preparing a team for and coaching them during matches at professional level
- » Using the game to develop each player and the team, but also to create a winning team and a high performance culture
- » Preparing the match plan (with the staff) in accordance with the club's playing philosophy, taking the opponent team into account
- » Analysing matches (with the staff) as an evaluation and learning tool for individual players and the team as a whole

LEARNING OUTCOMES

Professional coach		
Competences	Modules	Hours of education ¹
<ul style="list-style-type: none"> Understanding the coach's role in professional football Creating a positive environment for high performance Being demanding, professional and flexible (willing to compromise if needed) in a high-performance environment (balance) Maintaining positive behaviour on and off the pitch Embracing appropriate values regarding the spirit of the game, sports ethics and doping 	Philosophy, values and beliefs	
<ul style="list-style-type: none"> Applying the club's vision of football while respecting the players' social and private lives Coaching the team/players in a manner appropriate to their ages, experience and stages of development Promoting a performance development approach, while focusing on the importance of winning Understanding and analysing how technology can be used to monitor and manage individual players' physical loads during training and matches 	Teaching methodology: art of coaching	
<ul style="list-style-type: none"> Demonstrating leadership, management and quality coaching at professional level Applying the various teaching, learning and leadership styles (coaching models) Having a clear understanding of the needs of individual professional players and respecting their private lives Managing of the awareness of players' lifestyles and positive public images Taking tough decisions in order to reach the right conclusion Managing the impact of the media 	Leadership	
<ul style="list-style-type: none"> Collaborating effectively with coaching staff in the development and the performance process, e.g. assistant coach, goalkeeper coach, fitness coach, team doctor, etc. Working with staff involved in identifying talent, scouting and selecting professional players Contributing to, supporting and applying the team's technical policy based on the club policy Supporting and playing an active role in the club's CSR policy: social interactions with local stakeholders, club's social responsibility projects Dealing with various factors influencing player and team performance, e.g. the club board, players' families, media, supporters, etc. Understanding the importance of collaborating with the media in a positive and effective way related to the whole professional game environment: how, what, why and when? 	Collaboration	
The coach section of the course requires at least 60 hours of reality-based education		

¹ Exact number of education hours in course modules to be defined by each convention party.

Player and team		
Competences	Modules	Hours of education
<ul style="list-style-type: none"> Understanding the characteristics and needs of professional players Setting and constantly reviewing goals for individual players according to their technical/tactical/physical ability and the psychological demands of professional football Involving the players in the process of setting and constantly reviewing goals (stimulating self-regulation) Understanding the characteristics of young players (high-potential players) and helping them integrate into the professional team and a result-based environment Using the various evaluation and reflection methods and feedback techniques to effectively guide players through their individual development process Motivating and inspiring players at professional level Preparing the players to deal with stress and pressure 	Knowing the players	
<ul style="list-style-type: none"> Building a successful team and developing the right team dynamics at professional level by involving players in the following aspects: <ul style="list-style-type: none"> » Clarifying the various social roles within the group » Setting standards on the pitch and in the dressing room » Defining team goals » Motivating, inspiring and creating an enjoyable environment » Managing disappointments and conflicts 	Team building	
<ul style="list-style-type: none"> Demonstrating and evaluating practical examples of an integrated v isolated approach to fitness training Applying training work loads, recovery and fitness testing to produce a safe, balanced physical programme at professional level Integrating load monitoring and management (balance between workload, capacity and recovery) into daily and weekly routines Evaluating internal and external physical load during training and matches, wherever possible using metrics collected by player-tracking technologies 	Physical development	
<ul style="list-style-type: none"> Supporting players to help them deal with the psychological demands of the game Supporting players with the following linked to their performance in professional football: <ul style="list-style-type: none"> » Dealing with pressure and stress » Dealing with various requirements: balance of professional football and private lives » Mental training Developing the players' growth mindset and its elements of learning, commitment, effort, resilience and self-regulation 	Psychological development	
<ul style="list-style-type: none"> Integrating different cultures (languages) into a professional team environment with a focus on social cohesion Building a solid team ethic and winning mentality through enjoyable, positive behaviour, actions and communication Understanding the importance of the right balance between players' professional football and private lives Communicating effectively within the team environment in various challenging situations involving players, coaches or support staff Understanding social media and how it might affect team cohesion and performance if misused 	Social development	
The player section of the course requires at least 60 hours of reality-based education		

Training environment		
Competences	Modules	Hours of education
<ul style="list-style-type: none"> Understanding the technical, tactical and physical requirements for developing and improving performance in professional football Regularly integrating decision-making and problem-solving into the training sessions 	Training session design and content	
<ul style="list-style-type: none"> Understanding individual and team periodisation Designing weekly, monthly and seasonal plans (technical, tactical and physical) focused on the development of the individual players and the team in professional football Planning, delivering and reviewing game-oriented tactical training sessions (opponent, pressure, intensity) in cooperation with support staff Planning, delivering and reviewing integrated fitness training sessions in cooperation with support staff, taking account of the physical goal of the session, expected physical load, appropriate content, exercises and methodological steps Planning, delivering and monitoring individualised technical, tactical or physical training sessions adapted to the players' level and stage of development, e.g. young high-potential players Using appropriate modern technology to manage, analyse and evaluate the training process 	Planning, delivering and reviewing	
<ul style="list-style-type: none"> Creating a challenging and positive learning environment for professional players, both on and off the pitch Using different leadership and teaching styles appropriate to players' levels and needs Coaching the team/players appropriately during training sessions Constantly reviewing and reflecting in order to enhance individual and team performance Using individual and collective feedback sessions to enhance the efficiency of the training process 	Learning climate	
<ul style="list-style-type: none"> Ensuring player welfare Applying good lifestyle strategies, e.g. regeneration, nutrition, hydration, sleep Understanding and applying injury prevention, rehabilitation, return to exercise, return to training, return to play and performance strategies Knowing the club's or organisation's code of conduct and acting accordingly 	Care and welfare	
The training environment section of the course requires at least 60 hours of reality-based education		

Match		
Competences	Modules	Hours of education
<ul style="list-style-type: none"> • Reading and analysing the game at professional level based on player and team tasks including analysing the opposing teams • Knowing and using modern analytical tools before, during and after the match • Analysing the individual players' performances in relation to their tasks and development plan • Helping the players to evaluate their own game and adapt their behaviour during a match • Analysing and evaluating matches in relation to the team performance (tasks) in cooperation with the performance staff, to deliver reality-based feedback sessions and enhance the efficiency of the training process 	Match and performance analysis	
<ul style="list-style-type: none"> • Effectively applying different formations and styles of play in professional football • Understanding the various playing positions and tasks in different playing systems • Knowing and applying modern technical, tactical and fitness trends to the playing style 	Playing styles	
<ul style="list-style-type: none"> • Preparing individual players and the team for the best match performance in cooperation with support staff, e.g. team selection, game plans, team talks, etc. • Coaching effectively and positively during matches so that players can fulfil their potential • Supporting players' autonomy with regard to decision-making and problem-solving • Evaluating matches in cooperation with coaching staff 	Match environment	
The match section of the course requires at least 60 hours of reality-based education		

Guided interactive content, not including self-study		At least 300 hours
Work experience in the club environment ²		At least 60 hours
Minimum hours of reality-based education		360³ hours
Study visits ⁴		

² The course must include microgroup work overseen by the course educator in the participants' individual club environments.

³ Minimum hours of theory and practical units off the pitch: 140
Minimum hours of practical units on the pitch, including work experience: 220

⁴ Individual or group study visit to a professional sport and high-performance environment must be included to enhance the participants' competence. The number of study-visit hours are in addition to the minimum 360 hours of education.

ASSESSMENTS

Formative and summative assessments	
Theory: The coach must be able to understand and explain the following:	Practice: The coach must demonstrate an ability to apply the following principles:
<ul style="list-style-type: none"> • Professional coach <ul style="list-style-type: none"> » Understanding the professional football environment and the importance of having the right balance between professional and private lives » Demonstrating their own football philosophy at professional level (level-specific characteristics) » Using the appropriate leadership styles and coaching methodology at professional level » Being able to take tough decisions when needed in order to reach the right conclusion » Collaborating with, managing and leading the coaching and multidisciplinary staff » Understanding the importance and demonstrating how to effectively manage upwards, e.g. club owner, club board, technical director » Collaborating with the media in a positive and effective way related to the whole environment of the professional game • Player and team <ul style="list-style-type: none"> » Knowing the characteristics and needs of the players and team in professional football » Building a successful team and developing the right team dynamics at professional level » Developing professional players' technical/tactical/physical abilities • Training environment <ul style="list-style-type: none"> » Planning, delivering and reviewing training sessions derived from the weekly and monthly training programmes based on the match analysis of the individual and team performance » Using appropriate modern technology to manage, analyse and evaluate the training process » Understanding the benefits of an integrated v isolated approach to fitness training » Applying good lifestyle strategies, e.g. regeneration, nutrition, hydration, sleep » Understanding and applying injury prevention, rehabilitation, return to exercise, return to training, return to play and performance strategies • Match <ul style="list-style-type: none"> » Preparing the players and team for matches in professional football, e.g. game plan, team talk » Coaching the team effectively and positively during matches so that the players and team can fulfil their potential » Analysing the performance of both the individual and team at professional level 	
<p>Personal coaching logbook</p> <ul style="list-style-type: none"> • Preparing a detailed periodisation plan of selected season periods, e.g. pre-season, start of season, mid-season, etc., as part of the overall seasonal plan • Analysing and reviewing training sessions and matches (including opponents' game) at professional level for a period specified by the association • Self-evaluation, reflections and the ability to adapt future planning and coaching activities at professional level • Ability to work consistently with individual players and the team on all aspects of their development in a professional football environment, in cooperation with coaching staff and support staff 	
<p>Presentation of a thesis based on the student's personal development plan</p>	