




# UEFA Diploma in Football Leadership and Management

ACADEMY



A group of professionals, mostly men, are gathered in a modern, dimly lit room with wood-paneled walls. They are wearing red lanyards with identification badges. One man in the center, wearing a tan blazer, is looking down at his badge. To his right, a man in a dark sweater is talking on a mobile phone. On the far right, a man in a white shirt is looking towards the camera. A woman on the left is looking down, and another woman on the right is partially visible, looking at something off-camera. A teal-colored geometric overlay is positioned in the lower half of the image, containing white text. The floor has a black and grey square tile pattern.

AN ADVANCED  
PROGRAMME FOR  
HIGH-PERFORMING  
MANAGERS IN  
CHARGE OF TEAMS  
THAT DELIVER  
COMPLEX PROJECTS

# FOREWORD

To support the sustainable development of our sport, it is essential for football organisations to have staff with the knowledge and abilities to continue promoting and managing the beautiful game. The UEFA Diploma in Football Leadership and Management provides them with the skills, best practices and toolkits for leadership and project development that they can then use within their organisations.

Good leadership is essential both on and off the pitch, and this programme helps participants learn how to transform ideas into impactful initiatives and leadership, in a project-based approach. Reaffirming UEFA's commitment to providing football organisations with a range of initiatives that support them in their development, the programme reinforces both hard and soft skills, in a bid to develop not only processes within organisations, but also individuals.

Theodore Theodoridis  
UEFA General Secretary



## UEFA Diploma in Football Leadership and Management (UEFA DFLM)

**The UEFA Diploma in Football Leadership and Management is an advanced programme enabling high-performing managers in charge of teams that deliver complex projects to further develop their leadership and managerial skills.**

The UEFA DFLM has been designed with the intention of enhancing participants' knowledge and abilities in leadership and management. Its emphasis is on strengthening and refining the soft and hard skills needed to succeed in an influential role in the football industry. A key part of the DFLM is the development and implementation of individually selected projects of strategic importance to the participants' organisations. They will work on these projects with the help of experienced coaches throughout the programme. The four key areas of the curriculum are project conceptualisation, project planning and presentation, negotiation, and leadership.

After completing the UEFA DFLM, participants will have:

- developed a strategic project for their own organisation that can be implemented;
- attained key skills in order to facilitate complex, strategic project implementation within their organisation;
- improved their soft skills in relation to leadership and complex negotiation;
- developed their capacity to present with impact;
- expanded their network, by gaining contacts in sports organisations across the globe.

The programme is open to people working both in and outside of UEFA's member associations. Managers delivering complex projects in sports organisations (e.g. clubs, leagues, players' associations) or associated businesses (sponsors, service providers, etc.) are invited to apply.

### Testimonials



“The DFLM showed me that learning is a lifelong process and made me more aware of my leadership and negotiation skills. The seminar structure was a really good fit for my schedule, offering moments of learning together with moments of reflection. I can proudly say that the DFLM motivated me to contribute to the FRF Academy, which aims to become the strongest sports education provider in Romania, offering both off-the-pitch and on-the-pitch programmes.”

■ Diana Pirciu, Education Manager, Romanian Football Federation



“The UEFA DFLM provided me with tools, structures and processes that will support me in my operational role and help me to be more effective and strategic when planning. The quality and professionalism of the delivery is second to none, and it's an excellent learning environment. I would fully recommend this programme to aspiring managers and leaders within the football community.”

■ John Murphy, Director of Coach Development, Brisbane City FC



#### Who

Managers in leading positions at sports organisations



#### When

One intake per year



#### How long

12 months



#### Where

Switzerland



#### Price

€8,500



#### Number of participants

20



#### Academic certification

Diploma of Advanced Studies (DAS) in Football Leadership and Management, 30 ECTS

If no CFM: Certificate of Advanced Studies (CAS) in Football Leadership, 20 ECTS



#### Language

English



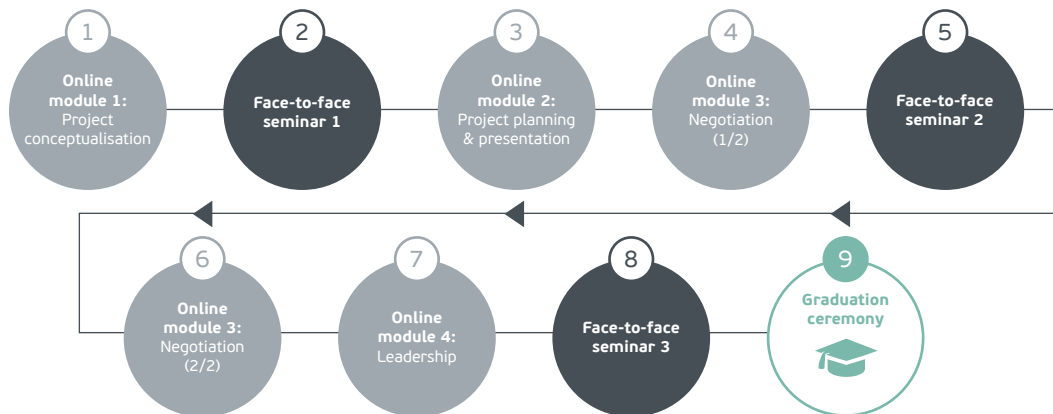
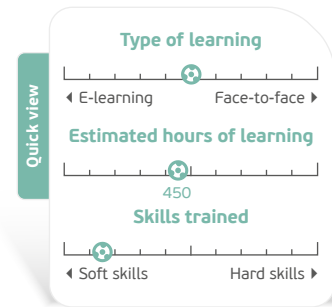
## Programme overview

The programme contains a mixture of e-learning and face-to-face seminars to ensure an accessible and interactive learning experience for all participants.

There are four online modules and three face-to-face seminars in which the participants can develop their skills and knowledge in management and leadership. The online modules are run on an interactive platform so that participants can access the content at any time and from anywhere.

The participants are split into four groups, each led by a dedicated coach but also using a peer-coaching approach. There are then catch-ups during and between seminars, both as a group and individually with the coach, during which participants support the development of each other's projects.

Throughout the programme, participants focus on their personal projects, which form the basis of the seminar work and e-learning modules and are used in development sessions with assigned coaches and other participants.



## Face-to-face seminars

All three seminars are held in Switzerland and comprise interactive group sessions, presentations and coaching discussions that focus on leadership and management as well as the personal projects.

### SEMINAR 1

**Venue:** UEFA Headquarters, Nyon  
**Length:** Two days

The first face-to-face seminar gives participants the opportunity to meet their peers and coaches in person. Practical and interactive sessions help them develop their ideas while enhancing their teamwork and soft skills. The participants work together in their coaching groups to present their projects and receive feedback to better design the scope and concept of their plans.

Participants will also be introduced to key negotiation topics and carry out the first one-on-one negotiation exercise.

### SEMINAR 2

**Venue:** IDHEAP, University of Lausanne  
**Length:** Three days

The second face-to-face seminar focuses on improving project presentations and communication skills. Participants take part in various interactive sessions in which they enhance their ability to deliver presentations and promote their projects under time constraints. Participants will also continue working with their coaching groups to develop their projects and teamwork skills. The second one-on-one negotiation exercise takes place. The first day of the programme includes workshops by experienced experts on writing and structuring speeches and on leadership speaking with impact.

### SEMINAR 3 AND GRADUATION

**Venue:** Retreat in the Swiss Alps  
**Length:** Three days

The final face-to-face seminar is mainly devoted to the final presentations, in which participants explain their projects to a jury. Participants also work together to negotiate a specific deal against another team in a team negotiation activity. Feedback and self-reflection sessions enable the participants to focus on their personal development and think about the next steps to put their projects into practice.

A graduation ceremony and dinner are held on the final evening to celebrate the successful completion of completed the programme.





## Workload and assessment

To successfully complete the programme it is estimated that each online module will require approximately three days of work, while the project is expected to take an additional 12 days spread out over the course of the UEFA DFLM. As the project should be linked to the participant's area of expertise, the workload should align with their professional work. E-learning technology on the online platform allows the participants the flexibility to combine the programme with their day-to-day work.

The programme will be assessed as follows:

- Written assignment: project plan
- Project presentations during seminar 3
- Class attendance and active participation

## Prestigious academic partner



The UEFA DFLM is delivered in collaboration with the Swiss Graduate School of Public Administration (IDHEAP) at the University of Lausanne in Switzerland. Graduates who have previously completed the UEFA Certificate in Football Management (CFM) will receive a diploma of advanced studies (DAS) worth 30 ECTS credits. Graduates who have not previously completed the UEFA CFM will receive a Certificate in Leadership (CAS) worth 20 ECTS credits. Both are recognised by all European universities.

## Programme fees

- The fees for UEFA DFLM amount to €8,500 including all programme materials, social activities, lunches, dinners and accommodation during the seminars.
- These fees do not cover travel.

## Application process

To apply for the UEFA DFLM, complete the online application form available at [UEFAacademy.com](https://uefaacademy.com) and submit it along with:

- A curriculum vitae
- A short video introducing you and your project
- A brief PowerPoint presentation of the project
- A recommendation letter from your employer's top management

The video should be roughly two to three minutes long. It does not need to be of professional quality and can be filmed using a phone or computer.

To be eligible for the UEFA DFLM, applicants must:

- Perform a managerial role within a sports organisation or associated business
- Have completed the UEFA CFM programme with at least a grade 5 OR have over four years' experience working at a managerial level in a sports organisation or associated business
- Present a project that is aligned with their organisation's strategy
- Have a good command of English, both spoken and written

## About the UEFA Academy

Building on the professional excellence UEFA has developed throughout its history and the learning initiatives it has established over the last decade, the UEFA Academy seeks to inspire and educate individuals and organisations to continuously elevate the game of football.



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# Contact us

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