

The Modern Day Football Manager

by

WAYNE ATTARD

Dissertation submitted in part fulfilment of the requirements

For the UEFA PRO Diploma 2015-2017

In the Malta Football Association, Technical Centre



Table of Contents

I.	Abstract	3
II.	Introduction to Football	4
III.	Professional Player - Manager Relationship in club and country Football	9
IV.	Difference Between Head Coach and Football Manager	13
V.	Club Head Coach/Manager Coaching Education	16
VI.	International Football and Club Football	21
VII.	Analyzing the different football styles	26
VIII.	Football Formations	30
IX.	New Forms of Leadership in Football	34
X.	Relationship Between Players and Agents	36
XI.	Conclusion	39
XII.	References	42

The Modern Day Football Manager

Abstract

A Manager's or coaches position in the international football and club football is often regarded as being the de-facto role of leadership. There has been some considerable research that has been conducted regarding leadership on the football field, in a coaching or managing context, a football coach or manager's leadership off the field remains a topic that is underexplored. The purpose of this study is therefore to explore the manager's and coaches' relationship with the players and their leadership skill and how they influence the players. It will utilize the English Premier League and research setting with little spells of the Spanish La Liga. The participants of this research will be centered around some written literature from managers who have made it in the football world and talking to some retired players. The qualitative process of semi-structured interviews is what will be used so as to gain some rich, in-depth insights being explained on the manager and coach's role from different perspectives. The research implications are anticipated that they will encourage managers and football clubs to get to place more emphasis on the leadership skills that are required by coaches and managers both on the pitch and off the pitch and how they can address these in an appropriate manner through professional development. During this study, some key leadership skills were identified that are in relation to a manager's role with his players on the pitch. These are setting of performance expectations, the vision of the team, effective communication, establishing the behavioral expectations, use of archetypes and personal consideration. A manager's or coach's relationship role goes beyond the players to his relation with the board, how he relates to the supporting staff and his influences through the media and his relationship with the coaching staff.

KEYWORDS: *Multi-perspective, Management, Relationships, Sport, Performance, Stakeholder.*

Introduction to Football

Football is a game where two competing sides vie for the control of the ball for ninety minutes and achieve points by scoring in their opponents net as many goals as they possibly can. Each team comprises of eleven players on each side, and there is a referee who makes sure that the rules of engagement are followed throughout the game. The referee is assisted by two assistant referees who are not on the field but at the edge of the field, and they help in looking out for fouls such as offside. England is known to be the home of some of the world's oldest football clubs which date as far back as eighteen seventy-one. The first ever football league took place in England in eighteen eighty-eight¹. As a result, England is considered as being the home of football. In the United States, Football is often referred to as soccer. The Americans have their version of football which is more like rugby but played with protective clothing. In this context, the term "Football" will represent the British form of football that the Americans refer to as soccer. With 250 million players over 200 nations, football is arguably the most popular game in the world. After the branching off from the Rugby and football association, they went on to form their association known as the Football Association of England, and this was the first governing body in sports.

The FA is still in existence up to date they have a trophy that is usually competed against by some English teams from different tiers in the leagues and the winner gets to win the trophy and prize money. The current holders of the FA Cup are Manchester United which is regarded as being the most successful club in football history². Football started off as being a peasant sport in England because they poor did not have money to go to local pubs to have drinks. Instead they kept warm by running after a ball and scoring against friends, and this became an all-time favorite pass time after work for most Britons. With the expansion of the British Empire especially in the neo-colonialism period, this sport expanded to these areas such as the Americas and Africa which were British colonies.

Since its inception, football has evolved from just being a pass time game to this worldwide fete that is celebrated all over the world and is culminated with a grand event known as the world cup where a total of forty - eight teams from all over the world compete to be the

¹ Elliott, R. & Harris, J. (2010). *Football Nation: Sixty Years of the Beautiful Game (1st ed.)*. New York, NY: Francis Routledge and Sons Publications and Printing Press.

² Martinez, D. & Mukharji, P. (2013). *Football: From England to the World Sport in the Global Society (1st ed.)*. Hoboken, NJ: Taylor, Francis and Sons Printing Press and Publications.

best beat in the world. It is usually played by nations, though. Football is further subdivided into two categories, the national football, and club football. Club football seems to have taken centre stage considering how lucrative it has become and this is based on professional players who play in teams, and this is their way of earning a living³. For country football, players are called to the national team, and it is through this that they get to represent their nation and it may seem like some form of civic duty of every sportsmen and woman. The epitome of club football is culminated by the best team winning the Champions League trophy in Europe which is known as the UEFA Champions League. It is a lucrative competition that is made up of the top teams in every league in Europe, and they all compete for this one trophy and the best team get to win lucrative prizes to the tune of millions of dollars⁴.

Club football is not only a sport now but it has become more of a corporate kind of sport where these football clubs have managers, chief executive officers and they are a fully-fledged organization that has employees who work behind the scenes so as to make sure that the players and the entire clubs are running as they should. Sponsorship has become a great deal of these clubs, and this is what has made football to be quite a lucrative sport that commands the following that it does. European club football remarkable revenue growth is set to continue and accelerate over the next five years, filled by continuing increase in media rights fees for the top-tier domestic leagues and UEFAs top club competition. A look at the English Premier League, the amount of money spent on these clubs by sponsors can be regarded as being obscene in some quarters, but it is worthwhile considering that these companies are trying to advertise their products through these clubs and players for the publicity that comes with it. An increase in commercial revenue was the key driver of growth, due to new sponsorship deals at some of the largest clubs. This continues the trend seen in recent years, of most commercial growth being attributable to the leading clubs who are able to offer sponsors a globally recognized brand and profile through which to access customers. These clubs have also pioneered new strategies, including segmenting the market by both product category and geography, in order to maximize commercial potential. As a result, the players in these clubs earn lucrative contracts that range from one hundred thousand dollars a week to three hundred and eighty thousand dollars a week just by playing and this is in the form of salaries alone

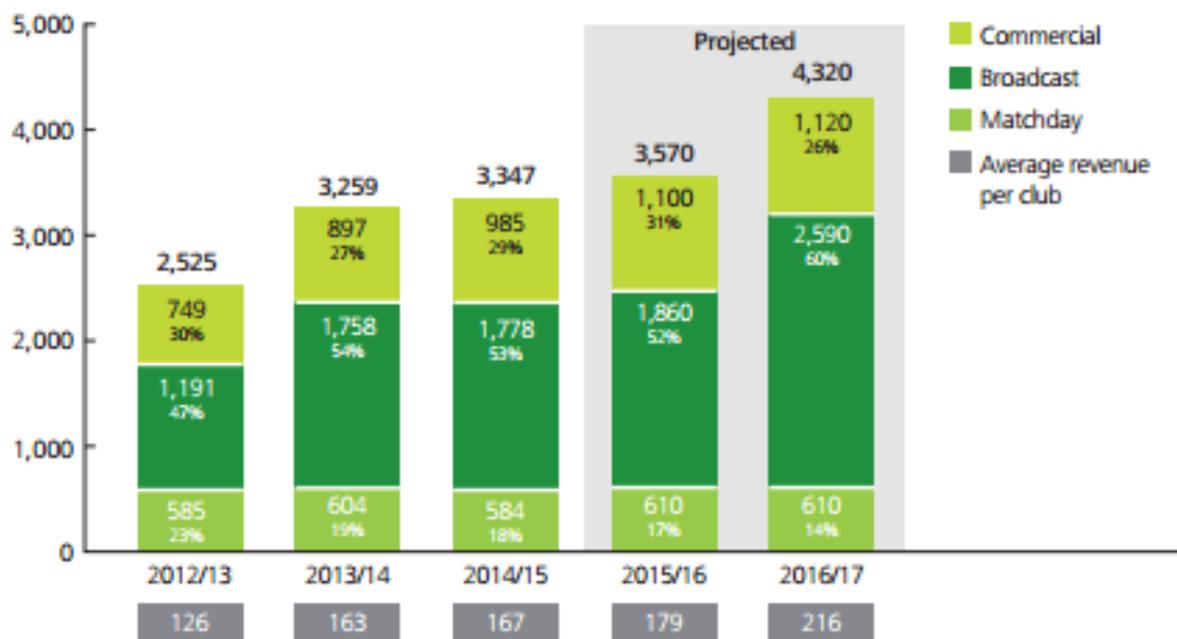
³ Martinez, D. & Mukharji, P. (2013). *Football: From England to the World Sport in the Global Society (1st ed.)*. Hoboken, NJ: Taylor, Francis and Sons Printing Press and Publications.

⁴ Elliott, R. & Harris, J. (2010). *Football Nation: Sixty Years of the Beautiful Game (1st ed.)*. New York, NY: Francis Routledge and Sons Publications and Printing Press.

The Modern Day Football Manager

without the endorsement fees from sponsorship deals. That is why most sports icons are considered as being some of the most bankable men and women in the world. The modern football clubs have a manager who in turn has head coaches who are tasked with different roles. Some of these coaches are the goalkeeping coach, midfield coach, defensive coach, strike team coach and the Club Manager is the supreme head coach who delegates these other head coaches with tasks and the players as well. The head coach is the one who runs the operations side of the club and sends out scouts to go and search for talent that will add value to the club. They liaise with the club's director of football or chief executive officer and sanction the buying and selling of players so as to strengthen the squad or relieve it so as to make room for new incoming talent⁵.

Chart 7: Premier League clubs' revenues – 2012/13 to 2016/17 (£m)



⁵ Bridgewater, S. (2010). *Football Management (1st ed.)*. Boston, MA: Palgrave Macmillan Publishers and Printing Press.

Future revenue growth

A combination of new commercial deals at several leading clubs – most notably the adidas kit manufacturer deal at Manchester United – as well as increased distributions for those clubs competing in Europe under a new UEFA broadcast rights cycle, is expected to deliver further revenue growth in 2015/16. More significantly, the start of the Premier League's next broadcast rights cycle in 2016/17, generating almost £3 billion per season (over 50% up on the previous deals), will drive another step change in clubs' revenues.

Deloitte: Annual review of Football Finance 2016

Key findings

Ten of our key findings from this year's edition are shown below. You can find out more information by [downloading the report](#).

- Combined revenues of the 'big five' European leagues were €12 billion in 2014/15 as four of the 'big five' leagues recorded revenue growth
- On average 89% of additional revenue generated by the 'big five' European leagues in 2014/15 was spent on wage costs
- We expect the European football market will exceed €25 billion in 2016/17
- In 2014/15, Premier League clubs generated revenue of £3.3 billion; up 3% on 2013/14 as for the first time, the Premier leads the football world in all three key revenue categories
- Premier League clubs' wage costs increased by 7% to exceed £2 billion for the first time
- Premier League clubs recorded a second consecutive year of overall profitability for the first time this century

The Modern Day Football Manager

- We project that Premier League clubs' revenues will grow by over 20% in 2016/17, to over £4.3 billion.
- Premier League clubs are likely to spend over £1 billion in the 2016 summer transfer window
- Aggregate attendances for Premier League and Football League matches reached 30m in the 2015/16 season

This thesis will concentrate on the modern day football manager and how they run the club on a day to day basis. How they make the decisions they do and what inspires these decisions. The thesis will look into some of the all time successful managers who have managed to rewrite football history notably managers such as Sir Alex Ferguson, Arsene Wenger. Their achievements in their various clubs, the relationship of managers with their staffs and players. Their coaching education and what they are supposed to accomplish before they become fully certified coaches, the differences between head coaches and club managers, the comparison between international managers and club managers, and the ups and downs of these jobs. The thesis will further pick out some clubs and expound on them so as to drive some points home for further clarification.

Professional Player - Manager Relationship in club and country Football

In football, the manager is usually responsible for the day to day running of the football club or the national team. The manager can serve as the head coach as well, and in clubs, the manager is directly responsible to the chairman of the club. As a football manager, it is important that one gets to learn and attain the ability to administer and coordinate the people involved so as to get specific tasks done. Being a football manager means that one has the capability to manage different teams within the club and have them communicate effectively, set objectives for them and conduct performance appraisals so as to keep the team in a progressive mode. For a manager to be successful in club or country football, they need to have a conducive relationship with the players as a relationship that is sour will result in the failure of the team. A case in point is when Sir Alex Ferguson retired from Manchester United in the year two thousand and thirteen. David Moyes took over, and the fortunes of Manchester United started to change drastically by having other teams come to Old Trafford and win, something that had not happened for some in spans of over sixty years⁶.

Ryan Giggs, one of Manchester United's all-time greatest player stated that his instinct under Sir Alex, the man who guided his career, was only to look forward. Look forward to the next training, the next game and to the next challenge.

According to Giggs, Moyes entered his role as Manchester United Manager not having the inside knowledge of his squad, how to operate the squad, when to rest certain players, who was right to play in particular games, who needed to be encouraged and also who needed to move on.

With players like Giggs, Rio, Vidic and Evra were coming to an end, the right recruitment would have gently phased out and replaced by young hungry players with United's winning mentality, would have been the ideal way for David Mayes to start the new chapter as Manchester United Manager.

⁶ Ferguson, A. & Moritz, M. (2015). *Leading: Learning from Life and My Years at Manchester United (1st ed.)*. Manchester, UK: Hunts-worth Books Publishers and Printing Press.

The Modern Day Football Manager



Ryan Giggs and Alex Ferguson were at the forefront of Manchester United's incredible SUCCESS CREDIT: GETTY IMAGES

https://en.wikipedia.org/wiki/Association_football

The relation between David Moyes who was the then manager of Manchester United turned sour, and the players could be seen as if to have revolted against him and this costs the club a spot in the lucrative Champions League competition. He, however, did not last long as he was sacked. The same thing happened to Jose Mourinho when he returned to Stamford Bridge where in his second spell he guided the Blues as they are famously known for another Premier League title. However, the other season, things turned sour for him as well when the players seemed to revolt against him, and this cost him his job too. Consequently, Chelsea lost out on the Champions League as they finished in the bottom half of the table a position that no one was expecting. Part of Jose Mourinho's conflict occurred when he openly had a spat with one of the team doctors, and this was a huge debate that got the Football Association and the United Kingdom medical association involved. After he was sacked, he stayed without a job until the end of the season, and he finally landed what many termed as his dream job of managing Manchester United.

The manager-player relationship is a sensitive aspect, especially when dealing with a high-profile player who tends to feel that they are the star of the team. In his book, Sir Alex Ferguson wrote that he had this cardinal rule that the moment a player became "bigger" than the club they had to go. He goes on to show how he exercised this when he sanctioned the sale of Star midfielder David Beckham to Real Madrid. According to this, one can see that respect for the club was an important aspect for Sir Alex Ferguson, and he made it clear that he was the

manager and anyone who felt that they were indispensable were obviously wrong⁷. A manager needs to make sure that they can balance between the players so as to avoid seeming like they favor some at the expense of the others because football is a collective sport and all the players need to be at their best and morale high so as to perform appropriately. Consequently, a manager needs to also maintain an excellent working relationship with the staff, owners and the fans as well. The fans are known to be one of the biggest motivators and influencers of club football. However, the owners are the ones who call the shots, and their decisions are final. It is, however, important to note that the manager can make the important decisions pertaining to the club. Some of these decisions are what players they bring in and those they let go, the players that deserve a new contract and those that will not be getting a new one. The manager ability to manage the club is crucial, and that is why their football association requires that players who intend to move into management after their playing careers, need to make sure that they attend some football management classes. A football manager is regarded as the essence of the club, and he can make or break the club. This is evidenced in clubs like Real Madrid when Rafael Benitez was the manager, and he could not get the players rowing in the same direction. Despite having one of the most talented squads in the world, however, after his sacking, Zinedine Zidane took over and shockingly led Real Madrid to another Champions League trophy ascertaining their dominance of the UEFA League. Top cap it all up, Zinedine has led the team to a new record of forty games unbeaten, the longest streak ever by a Spanish La Liga club since Barcelona went thirty-nine games.

Trust is an important aspect when it comes to manager-player relationships, that is why one gets to see the like of Jose Mourinho signing back Didier Drogba at the age of thirty-six, despite this being considered as being too old for a player. But Didier did not disappoint his manager and repaid this faith by helping the Blues to another maiden trophy. Football fans may not understand what goes on behind the scenes in club football. All they want are results whereby their favorite team is winning, and they get to collect trophies and bragging rights. Other than this, they have no idea on the kind of pressure that the players and managers go through to make the club a success. That is why managers need to ensure that they inform the fans and the media of the changes and any other details they feel will help the fans understand the current situation of the club. Some of this information includes the injured players, who they are letting go or who they are buying.

⁷ Ferguson, A. & Moritz, M. (2015). *Leading: Learning from Life and My Years at Manchester United (1st ed.)*. Manchester, UK: Hunts-worth Books Publishers and Printing Press.

The Modern Day Football Manager

The performance of the club in terms of trophies determines how successful the manager will be termed during his spell at the football club or country. This, in turn, is determined by the relation a manager has with his players and staff and the supporting staff of the club. Everyone has a responsibility to play in making the team successful irrespective of the kind of talent that they have. Without communication and unity, all these talents become futile. When a manager has a rocky relationship with a star player, this can affect the entire team. In such scenarios, the manager tends to sell off the player. A case in point is when David Beckham had a rough relationship with Sir Alex Ferguson during his spell at Manchester United. Sir Alex felt that he had to go in his book Sir Alex is quoted as saying that the moment a player becomes bigger than the club and feels that way in them, then they have to go. That is why he sanctioned the sale of David Beckham to Real Madrid in that summer despite his outstanding qualities as marquee football player who had the ability to win games single-handedly. As for the owners, they do not have much of a management role in the club, and they are out to make sure that it remains profitable for them. It means more success in sponsorship deals, that is off the pitch and on the pitch by having more trophies flowing into the club⁸.

⁸ Ferguson, A. & Moritz, M. (2015). *Leading: Learning from Life and My Years at Manchester United (1st ed.)*. Manchester, UK: Hunts-worth Books Publishers and Printing Press.

Difference Between Head Coach and Football Manager

There is a difference between being a head coach at a football club and being the manager. These roles are described as being quite different from each other. Tottenham's head coach Pochettino recently corrected reporters who referred to him as being the manager of Tottenham Football Club. He told them in his previous job at Southampton Football Club, he was the Manager and now at Tottenham, he is the head coach. He described the head coach position as being solely responsible for playing better so as to yield better results on the pitch. As a manager, one is required to play the players better and still run other affairs of the club. As a manager, it is evident that one is part of a football team and they have complete authority in managing the team's affairs. As a manager, one has the autonomy and leisure to select the supporting staff they need on their team and the kind of players they want to field if they deem it necessary.

As a manager, one is solely responsible for getting the results. One of the examples of a football manager is Sir Alex Ferguson. When he was the manager of Manchester United, he made sure that he was able to get the players he wanted and he had complete authority over the team's first choice selection in collaboration with some of his supporting staff who were aiding him in the training sessions. A manager's role is not just centered around the pitch. His domain does extend over the pitch to other aspects of running the club. Some of these aspects include regulating the players' nightlife. With these kinds of roles, it is quite clear that not all who aspire to become football managers end up being the best that they can be. There is this misconception that a legendary footballer will make a great manager just because he seemed to play well and score many goals. However, this is not the case for being a great manager does not always mean that one had to be a great player.

A perfect example is the current Manchester United manager Jose Mourinho, he never made it as a professional player but went on to be one of the greatest managers to be named as the fifty top managers by the UEFA committee on football management. He has achieved success at every level and club he has been. Another example is Andre Villas-Boas, he went on to make a rare feat of gunning a treble in his first season in charge of FC Porto. This is a rare achievement for a first-time manager and more so one who has never had any playing career as a professional footballer. He went on to show that as a manager, one's role is to ensure victory for club and country and in order to achieve this, they need to be given free responsibility which includes public relations, management of the club, tactical knowledge amongst others.

The Modern Day Football Manager

A head coach is tasked with ensuring that his team is putting up a good performance in the matches that they are playing and that they get to improve with each passing game. Some of the roles of a head coach are; choosing the first team that will play certain matches, training the players in designed routines that are required for their team positions. The teams' management is usually under the club board and for those players who wish to join or leave do so on their calling and not the coaches. This position tends to go unnoticed by the fans, and that is why whenever a club is successful, the manager is the one who gets the praise and likewise when a club is failing the manager gets blamed for it. As earlier discussed, Pochettino is a head coach. Guus Hiddink when he was at Chelsea as their interim manager operated more like a head coach due to the club's management heavily interference with the administration of the team.

The head coach position is often regarded as being a weighted or watered down position of a club manager. A head coach is however expected to achieve the same results as the club or country manager nevertheless. A head coach often has some hardships as compared to the manager because he is supposed to perform at the same level, but he does not enjoy the same independence and luxury as a manager does. This new trend of head coaches is proving to be a difficult task especially when it comes to reinforcing the team because they need to consult widely unlike a manager who just sanctions the buying and selling of players and the club management complies. Some of the head coaches tend to lay blame for their failures on the club management for not giving them enough funds to acquire the desired players thus the poor performance. Some clubs, however, prefer having a head coach and a director of football.

The director of football runs the club in terms of finances and transfers and is in constant liaison with the head coach so as to find ways of reinforcing the club so as to make them title contenders. However, a manager seems to be more advantageous when one looks at the likes of Pep Guardiola, Sir Alex Ferguson, Jurgen Klopp and Arsene Wenger. In some leagues like the Bundes Liga, the prospects of head coaches seem to work well there. This can be attributed to the fact that the club's managements do not interfere with the head coach's duties and they give them the luxury and freedom needed to run the club from a tactical point of view. When it comes to smaller clubs, the role of the head coach and manager do not differ that much because they all have the team as the main responsibility, unlike these large organizations where there is a lot involved. The teams' requirements also have to be considered when choosing to go with a club manager or head coach. Head coaches are regarded as being more

The Modern Day Football Manager

technically sound as compared to managers who are regarded as being all over and that is why they are usually brought in to improve the playing quality of the squad.

When it comes to English football, a manager is best suited because they need someone who is thick also in terms of standing up to the rogue media and calling the shots and having the players mentally sound. It is important so as to make sure that they do not forget their sole purpose to the club amidst all the celebrity lifestyle and lucrative salaries that come with a professional player.

Club Head Coach/Manager Coaching Education

Being a football club manager or international manager requires one to have some form of certification from accredited bodies that govern football. This is done so as to maintain a certain level and class in the beautiful game and have these standards adhered to. However, the requirements needed so as to become a football coach or manager vary. One of the mandatory requirements is a bachelor's degree in physical education, sports coaching education, sports science or exercise. There are also other necessary requirements if one is to work as a manager or coach in the Premier League clubs in FA and UEFA competitions. The UEFA organization makes sure that after every two years they get to run some specific and practical courses for coach educators and also a UEFA workshop for the coach education is subsequently held⁹.

The last to take place happened in Bratislava in October of two thousand and five. Since two thousand and eleven, there has been an innovative student exchange program that is meant for coach education. It offers UEFA Pro license students to get together and exchange knowledge and experience as they enjoy direct and unlimited access to UEFA tutors and content during the four days gala that is held at the UEFA headquarters in Nyon. UEFA also recently started catering for specializing coaches with new courses such as goalkeeping courses, futsal coaching, midfield and attacking coaches. These were started around the year two thousand and three and had seen a high number of these specializing coaches enroll so as to sharpen their skills and learn from each other. These kinds of dedicated course tend to compliment UEFA's other sporting activities. An example is the UEFA Study Group Scheme which is a Europe-wide exchange of some of the best practices in the areas of women's football and grassroots football, and coach education.

One of the unique things about football coaching education is it teaches these potential managers and coaches the art of different cultures in different cities. This is because when one starts football management, they are not guaranteed to work in particular areas, and they need to be psychologically prepared to work in different parts of the world depending on whether they are willing to take up these jobs or not. Language is never much of an issue as Italian managers

⁹ Wymer, P. (2004). *Coaching Soccer Tactics: An Essential Resource for Coaches, Teachers, Players and Spectators (1st ed.)*. Sheffield, UK: Phil Wymer Publications and Printing Press Limited.

The Modern Day Football Manager

have coached in England and delivered amazing results despite the fact that they cannot utter a word in the Queen's language. An excellent example is a current manager at Chelsea Football Club. Antonio Conte. He is Italian and does not converse with his players in English. Instead, he has an interpreter who helps the players and the manager understand each other. This has not hindered him from going on to be on course to win his Premiership Title in his first maiden season as the Blues manager.

The Football Association's educational branch has an extensive approach that helps in training coaches and managers from the grassroots up to the elite level. There is usually a pathway whereby the journey of a football coach or manager is mapped from taking of the very first necessary qualifications up to the top flight requirements that are needed to manage football clubs and international football teams. When it comes to football coaching, there are three tiers of the courses involved.



Photo Credit: <https://www.thepfa.com/coaching/courses/qualifications>

The first tier covers the level one entry coaching certificate which leads to a certification in UEFA Pro certification that is usually held by international managers and top club managers. The second-tier features specialist courses like those of goalkeeping and disability football. The third tier covers more of the age appropriate courses such as the FA Youth Awards. When one decides that they want to become a football coach, they need to take the Level One Certificate

in Football Coaching. It is usually available throughout most European nations that have football as a major sport. Its syllabus covers the delivery of fun and safe coaching classes for players. It also includes some practical and tactical drills that will develop players.

The second step which is the Level Two Football Coaching Certificate goes on to offer some more in-depth understanding of football coaching. New themes such as different coaching styles, nutritional needs, preparing for emergencies and accidents of players is covered mostly in this tier. The third level which is referred to as the Level Three Certificate in Football Coaching teaches these coaching students how to apply the principles of profiling performance. The knowledge gained here helps these coaches and managers learn how to evaluate a player and the team's performance and as a result set the team goals accordingly. It is at this stage that coaches and managers are taught how to analyze matches, provide a psychological analysis of the players, assess a player's fitness, and also build on nutritional awareness.

The highest practical coaching award that is currently available is the UEFA A License. It follows the UEFA B license, and this license can often lead to a manager or coach into the FA Academy Management, or one can quickly acquire the UEFA Pro License Award. It runs for a total of one hundred and twenty hours minimum and its contents meet the UEFA guidelines.

The Football Association has lately introduced new courses that are meant to encourage football managers and coaches to know their youth players more as they do about the game. It is a one day course that is regarded as an introduction to the FA Youth Award. It covers what to look for in young players, what to teach them and how to teach them since they all are different.

The FA Youth Award has a module one that focuses on developing the environment. It represents a new approach to the coaching essentials for those who are involved in the junior games. It is important to note that young players develop at different rates and speeds based on their technicality, sociability, physical abilities and psychological skills. Through this module, the coach learns how to motivate these young players and also boost their self-esteem. A case in point is Lionel Messi. He suffered from a condition that if it had not been treated would have cost the world a football legend. However, Barcelona Football Club saw his talent and decided to invest in his health, and it paid off since he is an all-time leading goal scorer at the Nou Camp team and is one of the most decorated footballers of all times who has won a record five Baron d'Or titles.

FAW/UEFA License Course Education Pathway 2016 Edition.

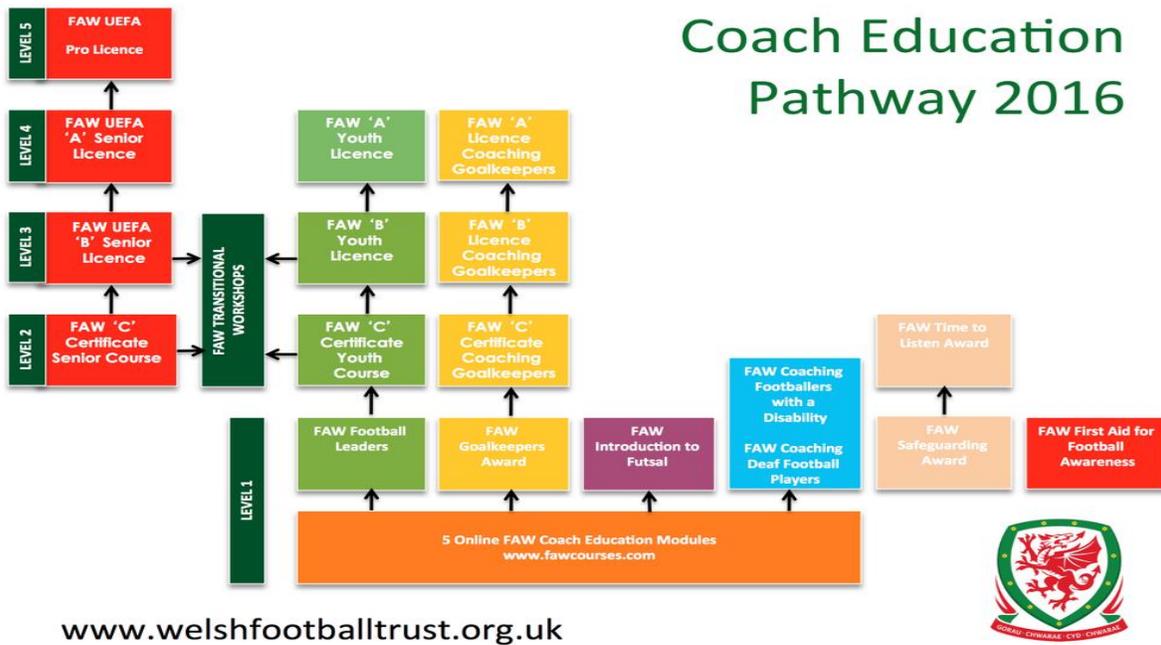


Photo Credit:

https://www.google.com/search?q=uefa+coaching+license&espv=2&biw=1366&bih=638&source=lnms&bm=isch&sa=X&ved=0ahUKEwizo7fG3enRAhVqJ8AKHYgQAtIQ_AUIBygC#imgrc=JbqB1FCanrNrRM%3

A

The FA Youth Award for module two deals in developing the practice of enhancing the maturity levels of their players. At this stage, coaches learn how to evaluate and deliver coaching and management practices that address the different levels of player development. The module three which relates to developing the player focuses on the progressive change that is there in the coaching and managing philosophy. While contemplating the previous segments that have been learned on the previous modules, module three teaches these managers and coaches on how to acquire a truly player centered perspective when they are coaching and developing the young players. This module has both practical and theory classes that are mandatory.

As shown, football management and coaching are an art that needs to be learned so as to make the team more efficient and successful. Learning these courses is an important aspect for those managers that intend to be at the top of the leagues and country. These courses are considered mandatory, and the football bodies govern both clubs and country are instructed not

The Modern Day Football Manager

to hire managers or coaches who do not adhere to these laid down rules and regulations. However, it is important to note that one cannot skip the set steps and procedures or interchange them steps so as to complete the classes faster. There are major reasons as to why these tiers have been set as they have. All these studies encompass on Sports management but a deeper scrutiny level since they all specialize on football as the main sport.

International Football and Club Football

Other than the rules of engagement and other common factors, there is a huge difference between club and international football. One of the biggest factors in club football is money. For example, when manager spots a particular vulnerability amongst the other side, he can quickly dip into the transfer kitty and offer top cash for players. A case in point is what some of the elite clubs in the English Premier League and Spanish La Liga have been doing. Cristiano Ronaldo who was one of the Manchester United top talent was offered a world record salary to leave old Trafford for the Santiago Bernabeu which is home to Real Madrid, and to top this Real Madrid paid a then world record fee for him to Manchester United to the tune of eighty-two million pounds. In international football, players do not have the luxury to change countries, and if they do, a whole lot of protocol is involved in that they might have to denounce one nation at the expense of the other. Any honors earned with the former country such as a world cup trophy might be written off.

This goes to show that those who play on the national team do so based on pure passion and money is not a motivator unlike in club football where money seems to be the determining factor of the players and how well they play. It is because they are aware that if they win leagues and trophies they will pocket huge bonuses. In a way, this makes those coaches who manage international teams seem to be the better pros in managing the talent they have because they have to make do with the squad they have rather than turning to money to buy players from other clubs. That is why those coaches who have excelled at both international and club level are considered the true epitome of football management success¹⁰.

There is a great deal of man management in these two teams. As earlier stated, international managers have limited resources for working with as compared to club managers. It means that their success trickles down to how well they learn to manage the talent that they have at their disposal which is the players of the given nation. In club football, players are usually together training for the most part of the year. In international football, managers have to wait for months before they can have their squad back and train them together or re-evaluate them altogether. International sides have players of high quality, and this means that every player that is called to serve their country in the international duty is called based on their performance and merit. With this comes some egoistic players who the manager needs to learn

¹⁰ Saxena, A. & Dorrance, A. (2012). *Soccer Strategies for Sustained Coaching Success Meyer and Meyer Series (1st ed.)*. Maidenhead, U.K.: Meyer & Meyer Sport Publications Limited.

how to deal with them. Some are feeling too good about themselves because of the amount of money they make at club level which can be used to pay the entire team. It is up to the manager to learn how to deal with these players and make them all belong without having to jeopardize the unity of the team or compromise the set agendas. Such groups of players require a manager who is resilient and quite assertive.

In club football when a player is benched for a game, it is not a big deal as they get to play again soon. In international games when a player gets benched by the coach, it is a heartbreaking affair since they only get to dawn the national colors once in few months and if they do not play then, they are looking to staying long without representing their country. One of the determining factors that international coaches or managers use to assess their players is how well they perform at club level. It means that if a player is not playing a required amount of games on the club level, they also risk losing their place in the national teams since they are not getting the game exposure required to play¹¹.

In club football, teams can turn things around midway and move from losing the league to winning it. In international football, every game is quite crucial, and the managers have no chance to lose or think of a comeback plan¹². It means that the targets being set in international football are way more challenging as compared to club football goals. This is evidenced by the fact that when the premier league was starting Chelsea were in the middle of the table having lost some games in a row, now they top the league, and they are on course to winning the league and bagging the Premiership trophy.

¹¹ Saxena, A. & Dorrance, A. (2012). *Soccer Strategies for Sustained Coaching Success Meyer and Meyer Series (1st ed.)*. Maidenhead, U.K.: Meyer & Meyer Sport Publications Limited.

¹² Saxena, A. & Dorrance, A. (2012). *Soccer Strategies for Sustained Coaching Success Meyer and Meyer Series (1st ed.)*. Maidenhead, U.K.: Meyer & Meyer Sport Publications Limited.

The Modern Day Football Manager

Sir Alex Ferguson after winning the Maiden 2008 Treble of the English Premier League, UEFA Champions League, and the FA

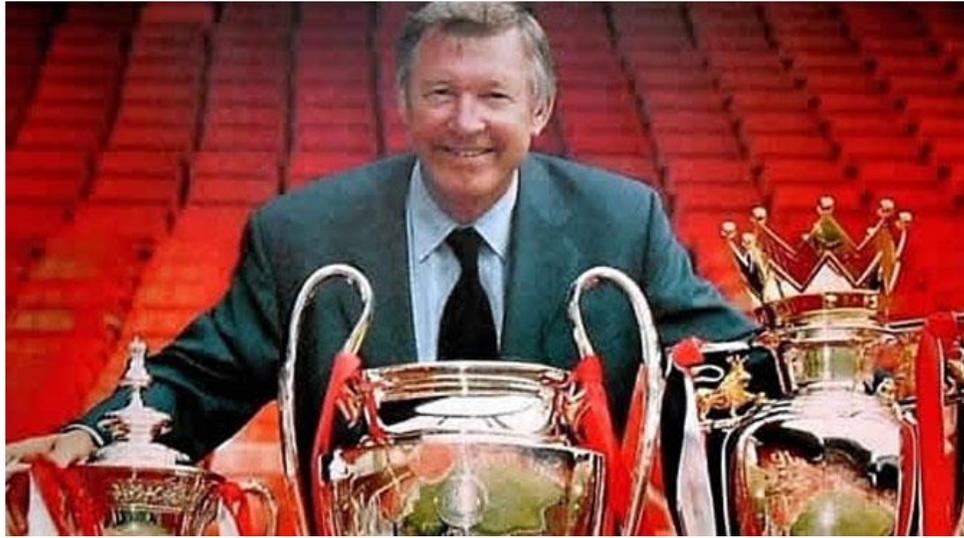


Photo Credit:

https://www.google.com/search?q=sir+alex+ferguson+and+his+team&espv=2&biw=1366&bih=638&site=webhp&source=lnms&tbn=isch&sa=X&ved=0ahUKEwix9Iq6nenRAhULBcAKHWBsD2AQ_AUIBigB#tbn=isch&q=sir+alex+ferguson+treble&imgsrc=TFxSqDRyfHRX8M%3A

International football offers more stress loads as compared to club football. This is echoed by Pep Guardiola and Arsene Wenger that managing clubs can turn one's hair gray faster. But the thing with international football is that one carries the weight of the entire country on their shoulder and failure in some instances is not an option. In some countries where football is more of a religion than sport, failure can mean that the manager's life might fall into danger if he fails to deliver. International teams do not enjoy the extravagant spending that players in club football enjoy. Sport is an art and clubs invest heavily in these players to the extent of hiring the best people in particular fields so as to offer help and guidance to these players in different spheres of club football. Examples are like nutritionists, health experts such as doctors and much more¹³. Some even go to the extent of hiring drivers for those players who are yet to acquire driving licenses. Players at club level are pampered and are expected to yield great results. In international football, some players have to even pay for their plane tickets to fly home and be reunited with their home squads. Some countries have lost out on great players

¹³ Saxena, A. & Dorrance, A. (2012). *Soccer Strategies for Sustained Coaching Success Meyer and Meyer Series (1st ed.)*. Maidenhead, U.K.: Meyer & Meyer Sport Publications Limited.

The Modern Day Football Manager

who end their international duties for failure to treat them with respect and always mistreating them by delaying their allowances and salaries.

These kinds of acts are what demoralize players, and it affects them on the pitch. International managers do not have the luxury of trying out with younger team members unlike in club football. A great example is when Sir Alex Ferguson decided to try out with youngsters who had graduated from the Manchester United Academy dubbed the Class of ninety-two, no one knew that these youngsters would go on to make history by conquering the English Premier League and Europe. Since then they have always been known as Fergie's Class of ninety-two.



Sir Alex Ferguson with Manchester United's dream team - Class of 92

Photo Credit:

https://www.google.com/search?q=sir+alex+ferguson+and+his+team&espv=2&biw=1366&bih=638&site=webhp&source=lnms&tbm=isch&sa=X&ved=0ahUKEwix9lq6nenRAhULBcAKHWBsD2AQ_AUIBigB#imgrc=Rmly27Enz9ULSM%3A

In international football, managers do not have the luxury to pull such as they have to make do with what they currently have because like earlier stated, every game played on the international scene is quite vital as it is either a qualification game for a cup unless it is a friendly match. Games in international scenes are quite competitive so throwing in inexperienced young players is quite a huge risk unlike in club football where the manager will have different options. No one likes defeat, but a defeat in a premier league game is not as bad as defeat in a world

The Modern Day Football Manager

cup as this drops the morale of an entire nation and this affects the team significantly. In a club situation, a team can recover and go on to win, but in international games, once a team loses, they will need to play real special so as to win a return leg. It is almost an uphill task for such teams¹⁴.

Most managers, however, would prefer having a feel of coaching both the international and club. Nevertheless, club football is more appealing to managers as it more competitive on all aspects and it has better chances of winning and the remuneration and flexibility that comes with club football is something that is quite impossible to say no to. Most managers leave the international management to go into club management, and they still get to perform well.

Examples are the likes of Antonio Conte who was coaching Italy and is the current coach at Chelsea football club, Louis Van Gaal who was coaching The Netherlands and left for Manchester United before he was sacked and Jose Mourinho hired as his replacement, and Manuel Pellegrini who was coaching France and left for Real Madrid.

¹⁴ Carson, M. (2013). *The Manager: Inside the Minds of Football's Leaders (1st ed.)*. Hoboken, NJ: John Wiley and Sons Publishers and Printing Press.

Analyzing the different football styles

The modern-day football game has become a game of different styles and systems. Here the manager must show his flexibility, adaptability and understanding of the game. Coaches interviewed have stated that the modern game has changed dramatically when it comes to time, space and speed. Since football became more of science rather than sport, it has gone on to see some tremendous developments in how the beautiful game is played. Some examples are like the long ball whereby the midfielders are usually bypassed by the defenders as they play ball in trying to get it to the strikers who in turn rush towards the goals. This type of football is mostly associated with the English teams mostly. Another style is the Catenaccio. In this kind of play, the teams tend to rely heavily on a strong defense that will hold the opponents attack and as the opponents are busy attacking they will launch a counter attack. It is quite common in the Italian league, and that is why it is never easy for other teams to penetrate the Italian teams defense as they are quite substantial¹⁵.

The pressing game which is now gathering momentum all over Europe seems to be working for most teams. In this type of football, teams tend to hurry up their opponents up in the field and play using the attacking and defensive midfielders who compliment the box to box movements of other players. One good partnership is that which has been formed by Michael Carrick and Paul Pogba of Manchester United. When Carrick is holding up the mid-field, Pogba has the advantage, and the chance to move between the boxes offering striking power and pace and this has worked well for the team because when these two play they never lose a game.

¹⁵ Dean, T. (2012). *On Coaching Football: A Resource and Guide for Coaches (1st ed.)*. Boca Raton: Universal-Publishers and printing Press.

A diagram showing how most English Teams play long ball

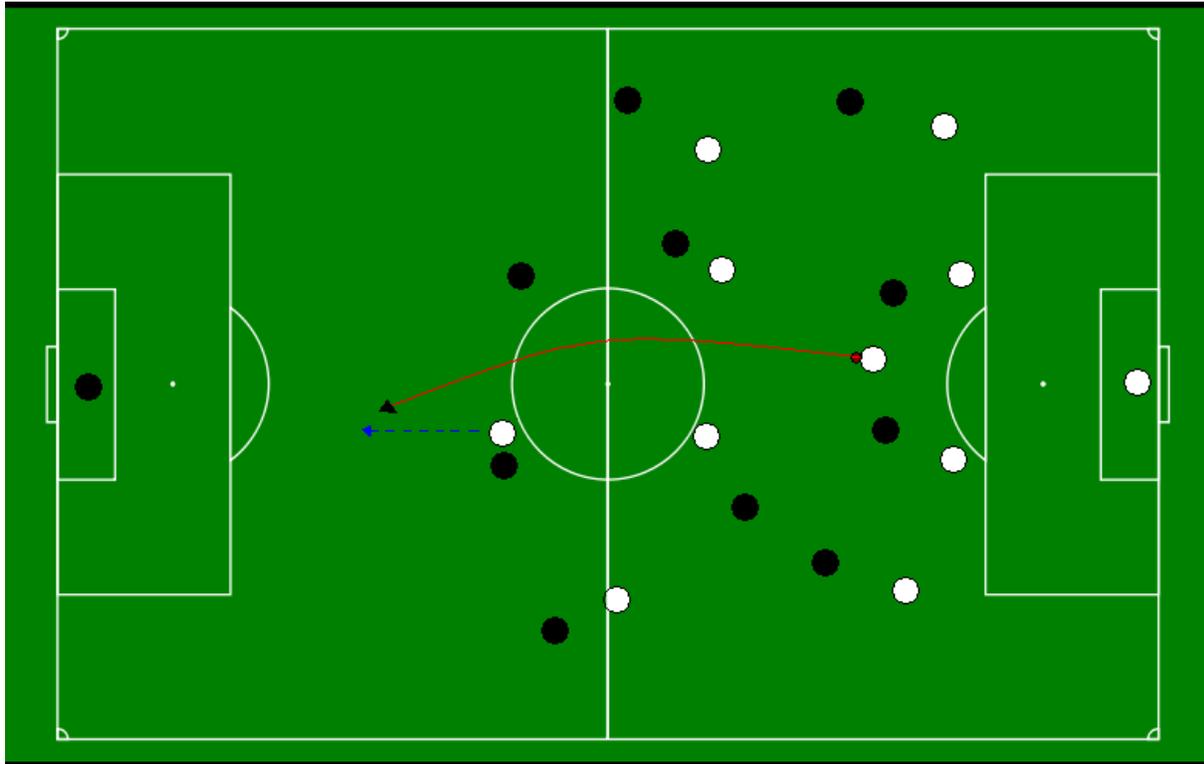


Photo Credit:

https://www.google.com/search?q=long+ball&biw=1366&bih=638&source=lnms&tbn=isch&sa=X&ved=0ahUKEwi0_9yK0ODRAhXHJsAKHWMxDoUQ_AUIBigB#imgrc=dF_r4iJfOaKFQM%3A

However, these styles all depend on how these coaches and managers decide to play their players and form different formations. It is quite evident that there are few teams out there who can play a unique style of football that is not common and have fans coin a name for it and associate that particular style with that team. Take for example Tottenham Hotspurs when they dominated English football in the nineteen fifties. Just by the mention of push and run everyone knew that it was the Hotspurs style of play and through it, they went on conquering game after game and won the league a couple of times. In Dutch football, when one talks about total football it was known to be the Ajax thing. They dominated Europe in the nineteen seventies and their style of play was so complete that breaking them was almost impossible as their players seemed to be all over the field like a colony of bees.

Even in the earlier times, we have seen managers try to get the better of their opponents by being inventive in their team tactics. The modern manager has the staff and technology to be

able to work on team tactics in a more specific manner as he has the chance to analyze the opposition in more detail.

Coming to modern times, there is the famous tiki-taka style of play that has been associated with Barcelona. Through their one touch passes, they have managed to terrorize teams in the Spanish La Liga and entire Europe with their style of play and have gone on to win trophies, and in some season, they have won every award that has come their way. Up to date, teams have not been able to break them, and they still charge for the title till the very last day. Getting to define a football style can be likened to more defining obscenity it is like more of knowing it when one sees it. It is however not easy to try and quantify how some teams such as Barcelona or real Madrid are compared with their competitors. It is a widely-accepted notion that goals are regarded as being the main currency of football, but they do not tell us a lot about a team's *modi operandi*¹⁶.

One will find out that people will often come up with some form of broad shorthand whereby they will tell you that for example in the case of tiki-taka, maintaining possession of the ball is usually the definition of the teams' character. However, this might be so because statistics have shown that Barcelona while playing the tiki-taka style of football went over three hundred games consecutively having a ball possession of fifty percent and over. It indicates that they are not that unique, but they happen to be better at their playing style in which they can deny the opponents a chance to have the ball on their side.

A photo of Barcelona playing their great tiki-taka, the black arrows show how they pass the ball between their opponents without them having a chance to break the short one touch passes.

¹⁶ Carling, C., Williams, A., & Reilly, T. (2005). *Handbook of Soccer Match Analysis: A Systematic Approach to Improving Performance (1st ed.)*. London, UK: Routledge Publications and Printing Press Limited.

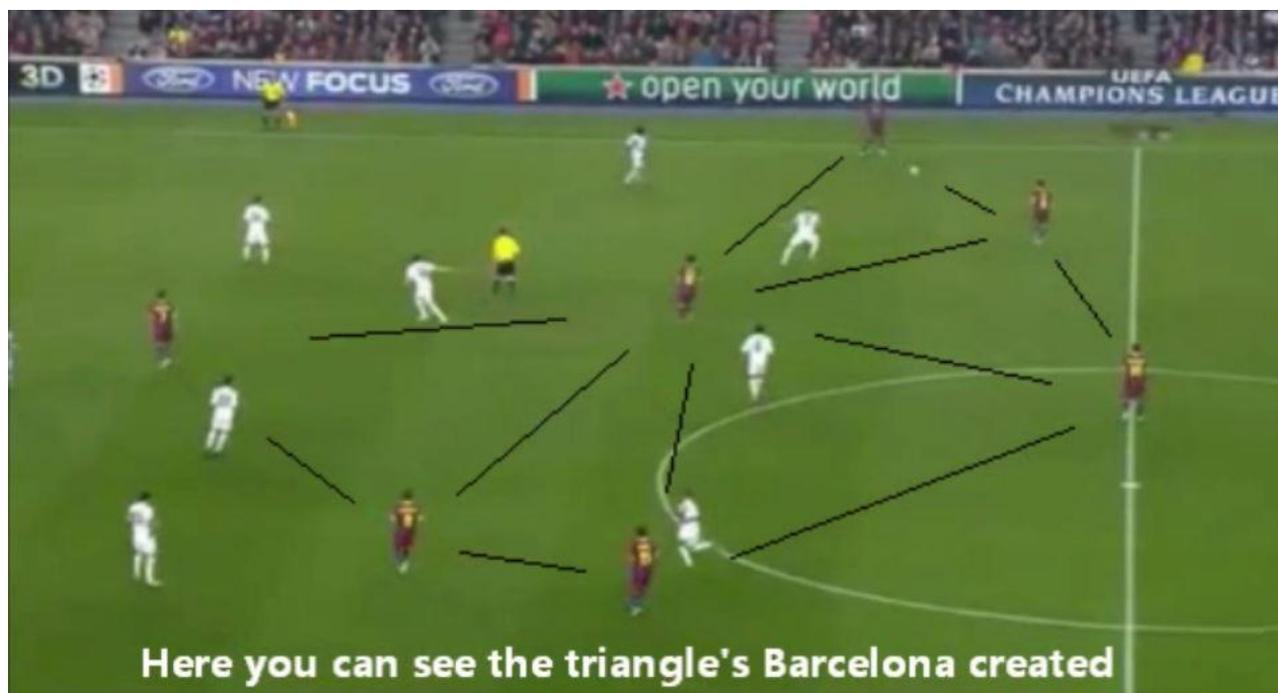


Photo Credit:

[https://www.google.com/search?q=tiki+taka&tbm=isch&imgil=mvrID4Ylh9NSAM%253A%253Bqkl_pTHhenD3dM%253Bhttps%25253A%25252F%25252Fsteamcommunity.com%25252Fsharedfiles%25252Ffiledetails%25252F%25253Fid%2525253D723449300&source=iu&pf=m&fir=mvrID4Ylh9NSAM%253A%252Cgkl_pTHhenD3dM%252C_&usq=_0c6TLAYTlrFeRfBB65HGybk72q8%3D#imgrc=5hkwErCf2uK9dM%](https://www.google.com/search?q=tiki+taka&tbm=isch&imgil=mvrID4Ylh9NSAM%253A%253Bqkl_pTHhenD3dM%253Bhttps%25253A%25252F%25252Fsteamcommunity.com%25252Fsharedfiles%25252Ffiledetails%25252F%25253Fid%2525253D723449300&source=iu&pf=m&fir=mvrID4Ylh9NSAM%253A%252Cgkl_pTHhenD3dM%252C_&usq=_0c6TLAYTlrFeRfBB65HGybk72q8%3D#imgrc=5hkwErCf2uK9dM%252C)

[3A](#)

Barcelona's tiki-taka is considered as the most successful of its age. Using this style of football, they went on to win three UEFA Champion League titles, and the Spanish La Liga title four out of five times. However, in the recent years, other teams have started to catch on. A great example is Bayern Munich which plays in the German Bundes Liga. It is the most favored team to take over the mantle from Barcelona and win the heart of European football as their style of play has considerably been influenced by the tiki-taka style of the game. This is accredited to their former manager who was the Barcelona manager at the time of tiki-taka, Pep Guardiola who is now in charge of English side Manchester City. By looking at tiki-taka and long ball, these are two different yet distinct football styles that have been used by teams who have gone on to rule Europe. However, tiki-taka seems to be much more interesting to watch, and more players seem to be more involved in the build up towards the goal scoring.

Football Formations

The football structure is a number set that describes the positions in which the players take when they are on the field. It helps determine how many players are playing as strikers or defenders and the midfield. The first number is used to describe the defenders all the time. For example, in a 4-3-3 formation, it means that there are four defenders, three midfielders, and three strikers. These numbers do not include the goalkeeper as his position is guaranteed in a team and does not change whatsoever. The coach is the one who gets to choose the formation of the team, and this is usually dictated by the kind of players he has on a team. The coach or manager may change the formation of the team in between the game so as to adapt to the different scenarios in the match. There are various team formations¹⁷.

There is 4-4-2, this formation is liked by many because it provides an extra player who helps supplement the strikers as they attack and this is done without having to wait for the midfield players to offer support. With two fullbacks and two side midfielders, the team can cover the side spaces in defense thus utilize it in an attack.

The 4-3-3 and 4-5-1. The 4-3-3 relies on the wingers, and it is usually an attack-minded formation whereas the 4-5-1 is more of a defensive formation as it is evidenced by a single striker. These formations are the same as they play with the same amount of defenders. However, in the 4-3-3, the wingers play the roles of strikers, while in the 4-5-1 they play the midfield role. Other formations that have gone on to be named Diamond because they seem to form a shape like that of a diamond have been used by different coaches both in club football and on the international scene and have yielded great results. Football formation is quite important as it helps the coach or manager learn how well each player handles a certain formula and how well the team becomes more effective and by which formation they can play better and win. As earlier described, football is an art and science. It requires one to study the teams they are playing how well they can counter them.

That is why in every team there is a team of football analysis team that look into the team that they will be playing next so as to learn how to stop them from winning. With the many different formations that have been coined by coaches and managers all over so as to be unique and have a winning edge, football remains to be quite competitive and entertaining with room for innovation and improvement still available. The football formation that a manager

¹⁷ Jones, R. & Tranter, T. (1999). *Soccer Strategies: Defensive and Attacking Tactic (1st ed.)*. Spring City, PA.: Reedsvain Books and Videos Publications.

decides to use will depend on he views the opponent and the kind of play he intends to play. It will also include the type of players a manager has on his team. As previously stated, some of the most common styles of formation as shown below¹⁸.



PhotoCredit:

https://www.google.com/search?q=football+formations&source=lnms&tbn=isch&sa=X&ved=0ahUKEwj1qP_geXRAhUMM8AKHbFnAcAQ_AUICCGb&biw=1366&bih=638#imgrc=OORsOGmbuH-EOM%3A

The formation theory of football has been a bone of contention for the longest. The basis of these debates is the effectiveness and validity of one formation and style over the other. There has however been no positive, right or wrong answer though according to history there has been some form of flowing and ebbing between a particular formation over another as the coaches and managers do all they can to overcome and reinvent the trending styles of the moment. The unyielding race towards innovation and the new knowledge is one of the fundamental reasons that are behind the ever-changing evolution of the sport of football. One thing that is for sure is that any football coach or manager who can invent a formation that their peers are not familiar with is destined to rule the pitches on all levels¹⁹.

¹⁸ Jones, R. & Tranter, T. (1999). *Soccer Strategies: Defensive and Attacking Tactic (1st ed.)*. Spring City, PA.: Reedswain Books and Videos Publications.

¹⁹ Jones, R. & Tranter, T. (1999). *Soccer Strategies: Defensive and Attacking Tactic (1st ed.)*. Spring City, PA.: Reedswain Books and Videos Publications.

Some of these formations will depend on the players that one has. For example, looking at the Barcelona Football club, they used to play tiki-taka using the 4-2-2 mostly but after the acquired Luis Suarez from Liverpool Football Club they changed their formation so as to accommodate him in the striking force that was Lionel Messi and Neymar. Now they use the 4-3-3 mostly but sometimes distort it, but they always maintain three strikers upfront. They have gone on to form one of the world's most feared and dangerous attacking trident of Messi Suarez and Neymar, famously known as the MSN attack. It is usually compared to Real Madrid's BBC which is Bale, Benzema and Cristiano. It is also another fearsome trident of players who terrorize defenders with their incredible skills. There have been hundreds of articles done in comparison to the best attacking trident. The latest comparison is as shown below.

Season 2016/2017



Photo credit: <http://www.michelacosta.com/en/bbc-vs-msn-real-madrid-fc-barcelona/>

The Modern Day Football Manager

The managers need to learn how to utilize the talent that they have at their disposal, and that is it is important that they get to take the FA and UEFA management courses that will help them learn how to develop these raw talents to what we know them to be today. One of the most prestigious leagues one can manage in the English Premier League, and that is why most managers dream of managing in it despite the team. For a player, they are not complete until they have graced the English League and the Spanish La Liga. Some of the greatest managers of all time have managed in the English League. People like Sir Alex Ferguson, Sir Bobby Charlton both who are accredited to making Manchester United the team it is today and also New school coaches like Jose Mourinho and Pep Guardiola are also managing in England after their different spells in other leagues.

New Forms of Leadership in Football

In today's coaching, there are many books that have been written about the game of football and the role managers and coaches play amongst their players. Authors such as Mike Carson who wrote *The Manager*, Sir Alex Ferguson who wrote *Leading* and Sue Bridgewater with the book *Football Management* have all written about teaching the players and driving the technical, physical and tactical game elements so as to get the best out of these players and the team at large. However, there is a challenge in this and also fun in that it demands a rational analysis and some logic from a scientific point of view all amidst the instinct and empathy of an artist. One thing that has been confessed by most coaches and managers is that they usually start off their careers focusing on production but in the long run they realize that they get absorbed in the powers of attitude and relationships²⁰.

These two are quite essential to have peak performance in a player and team. In one of his many lectures at Harvard Business School about management in Football, Sir Alex Ferguson is quoted saying that when one incorporates good production with good relationships, then there is peak performance. It is evidenced in the relationship he had with his Class of ninety-two team that were record setters. He goes further to say that when there are good production and poor relationships between the players and the manager then there is potential to win but the commitment being exhibited is quite small. There are teams also that have reduced production but have great relationships, these teams have the commitment to winning, but they lack the ability to help them win.

It is vital that football coaches and managers get to build positive relationships between them and the players. These relationships tend to act as a glue that cements the players to the course, and it also binds them together as a team. It is through such positive relationships that resonance is created, this means that players tend to feel that their feelings are being looked out for as opposed to some distinct dissonance where feelings of players are not being considered. According to most players, when asked how they see a coach or manager who they share a good relationship with; they term them as being upbeat, approachable, warm. One who is tuned to their emotions, a good listener, optimistic, one who has genuine interest in the players, humorous and one who is secure in themselves. These same players describe a dissonant coach as one who is touchy, irritable, cold, domineering, pessimistic, short sighted,

²⁰ Jones, R. & Tranter, T. (1999). *Soccer Strategies: Defensive and Attacking Tactic (1st ed.)*. Spring City, PA.: Reedsvain Books and Videos Publications.

The Modern Day Football Manager

one who is governed by ego and one who is a captive to their emotions. Coaches need to develop new ranges of relationship skill with their players because the mindset of these players is largely influenced and determined by the actions and personalities of their managers and coaches and the coaching environment that they are in.

Mike Carson describes relationship coaching as being about coached and managers connecting with their players and tending to get the real pulse of the team whereby they will be releasing a stronger collective emotional energy. It is usually the very edge that helps teams to survive some of the bad times and then go on to achieve remarkable success. Having a coach or manager who understands his players on all levels and has a positive influence on them will most likely impact their way of life off the pitch as well. A case in point is how Sir Alex Ferguson would teach the likes of Ryan Giggs, David Beckham and Wayne Rooney on how to handle their lives even if the media tabloids were trying to tear them apart. His influence on Wayne Rooney when he was a troubled teen who had incredible talent is what rescued his career and made him into the star and legend he is today. Wayne Rooney is regarded as an England and Manchester United legend after passing the previous records set by Sir Bobby Charlton on being the all-time leading goal scorer for club and country. This goes to show that a positive relationship between a manager and his players can also help save a player's career.

Relationship Between Players and Agents

One of the important relationships a player has that is usually overlooked for obvious reason is the relationship they have with their agents. In the world of football is usually lucrative in nature, there happen to be a few people who are controversial or divisive the players themselves. These are what people refer to as the Football agents. They are tasked with taking care of the players' welfare and managing their financial affairs. They are mostly seen during contract negotiations and high-profile transfers. As a result, the public tends to think of them as people who are taking advantage of their clients by living off their clients' careers, and all they seem to do is make some small contribution to their careers.

However, when interviewed, some agents tend to feel that they are frowned upon for the wrong reasons. Some managers and club owners also believe that these agents are out to also squeeze as much money as they can for their clients so as to raise their commissions that will emanate from the deal that will be struck. Fans tend to see these agents as being manipulative and self-centered people who only think about themselves. This is because these agents are able to convince players to abandon clubs when they feel that another club can pay more for a player and they feel that they do this for their selfish gains. However, when I looked into the subject I go to understand that some of the good respect agents like Gorge Mendez who represents Wayne Rooney and Cristiano Ronaldo, are agents that are disrespected for the wrong reasons. They tend to act with parental concern for the young footballers, who have come from humble backgrounds and had no idea on how to negotiate contracts for their careers.

These agents step in to make sure that these young players get deals that will benefit them and help them rise in the world of football and also in the personal and financial being. Considering that these young footballers leave school to go and join academies where their only life is football, they usually come into a lot of money, and a young adult who has not experienced this will end up being confused and waste themselves away. A good example is El Hajji Diouf from Senegal, after shining in the two thousand and two world cup, many teams wanted him, and he chose to go on without an agent. He decided to join Liverpool, and he was not paid as he ought to, and even though he had a lucrative salary raking in fifty thousand pounds a week, he did not have anyone from home to help him adjust to life in the fast lane at Liverpool and indulged in alcohol. As a result, his performance levels went down, and the club had to let him go. As a result, no club wanted him, and he did not have an agent who would

mentor him or negotiate another contract for him. He now plays back home for local leagues and is declared bankrupt.

With a footballer's career merely lasting about ten to twenty years, a good agent helps his players play for the days after playing. This is because once the player is accustomed to the lifestyle that they are when receiving the kind of pay that they do, they will be racking up bills worth twenty thousand pounds and this will continue. So, it is vital that they get to plan for their retirement years so as to avoid going bankrupt as this can affect the substantially in their life. Some players who have gone bankrupt have committed suicide since they could not deal with the kind of lifestyle that usually befalls them after they leave the lucrative careers. Some might go into management, but this is not always as one needs to have a proven record of success before they can comfortably convince a top team to take them as a manager or assistant for that matter. Football agents help in structuring deals for these players so as to also protect their families from over spending the money that is coming in²¹.

A great example is when Roy Keane's agent locked up a million pounds for Roy Keane in a savings account that was earning him interest, and he could not access that money until he was forty years old. At first, they had a big fight with his agent and even went ahead to take him to court. However, today, Roy Keane is thankful to his agent for that action because that was the only money he had after his family squandered all their money and he was left with nothing except what his agent had safely secured for him in an investment bank. Agents will be around for a long time considering that the football game is becoming more lucrative with emerging markets reaching out to advertise in football. They will continue to be regarded as those key off the pitch relationships that the players need besides the managers and coaches. Though there might be rogue agents out there, most of them have the players interests at heart, and they treat them as they are family. It is quite important to the players and club since these players need to be focused on playing the good game instead of worrying about their finances.

As an agent who is consulting, recruiting and scouting players for a football club, I feel that it is imperative to know the inside and outside of the club, budget, finances, the profile of player in which the football club wants to hire and of course, an open, honest and professional relationship with the manager.

The manager of the club sets out the team dynamics, the game plans, the systems and his duty

²¹ Cozzillio, M. & Levinstein, M. (1997). *Sports Law: Cases and Materials Carolina Academic Press law casebook series (1st ed.)*. Durham, N.C.: Carolina Academic Publications and Printing Press.

The Modern Day Football Manager

is to know every single squad member's strengths, weaknesses and what he can ultimately bring to his team in order to win a football match.

As an agent, the relationship between the two are extremely important. As an agent, I like to sit down or at least have a call with the manager of the team regularly (especially in the off season or transfer windows) in order to gauge what type of player he would like to add to his roster as well and the characteristics of the player and profile that he would like to bring to the club.

Knowing the manager's system, playing style, the adaptability of his system and the type of players is a very key element in this industry and can mean the difference between a successful season, mediocre season and a poor season. Because trust and profiling is key! For example, I was asked by a particular club last season for a central defender, tall, good on the ball, technical and commanding and who is also adaptable at left or right fullback. I had the perfect player, as I had previously done my homework on the club's system, the managers formations, the style in which he wanted to set out his team as well as the type of characteristics that my player would bring to the team. Knowing such finer details ensures a long term, trusted and fruitful relationship between a manager and a football agent. (Andy Drewry FIFA Agent)

Conclusion

Relationships in the world of football revolve around the player since he is the common denominator. Without the player, there is no manager relationship, club relationship or agent relationship. However, for the player to perform at a top level as expected, these relationships need to go well. If there are any differences between managers and agents, the player gets to suffer. An example is seen when Manchester City's agent had an argument with the club manager Pep Guardiola, Yaya Toure is the one who was suffering as he was not getting enough play time and this was not good for his international career. His agent needed to apologize for the remarks he had made and soon after the Manchester City manager able to include him in the plans once again. The manager's relationship with a player is quite crucial to the player's progress in the game, and it is vital that the player gets to heed the advice they receive from their managers and coaches.

As a manager or coach, one needs to have the necessary education required to handle these players mentally, psychologically and physically. They need to know the abilities of the players that they have, who plays better in what position. This kind of information is vital so as to avoid having over population of one post. For example, a team needs to be balanced because if they have many strikers and no defenders, they are still vulnerable and will concede a lot of goals despite scoring many goals, in such cases, if the title comes down to goal difference, the unbalanced team will suffer. This is evidenced in the title race between Manchester United and Manchester City in the year twenty thirteen where both teams ended the season with a total of eighty-four points, but Manchester City won on goal difference since they had not conceded many goals as Manchester United had²².

However, they were able to mount a comeback by investing in better defenders who were quite fit and had stealth, agility, precision and ideal for the demanding style of play of the English Football and Premier League. As a football manager, it is important that one gets to learn and attain the ability to administer and coordinate the people involved so as to get specific tasks done. Being a football manager means that one has the capability to manage different teams within the club and have them communicate effectively, set objectives for them and conduct performance appraisals so as to keep the team in a progressive mode. For a manager

²² Ferguson, A. & Moritz, M. (2015). *Leading: Learning from Life and My Years at Manchester United (1st ed.)*. Manchester, UK: Hunts-worth Books Publishers and Printing Press.

to be successful in club or country football, they need to have a conducive relationship with the players as a relationship that is sour will result in the failure of the team.

The qualitative process of structured interviews is what has used so as to gain some rich, in-depth insights being explained on the manager and coach's role from different perspectives as earlier noted. The research implications that were anticipated have been quite encouraging to managers and football clubs to get to place more emphasis on the leadership skills that are required by coaches and managers both on the pitch and off the pitch and how they can address these in an appropriate manner through professional development. During this study, some key leadership skills have been identified that are in relation to a manager's and coaches' role with his players on the pitch. These are setting of performance expectations, the vision of the team, effective communication, establishing the behavioral expectations, use of archetypes and individual consideration.

A manager's or coaches' relationship role as highlighted goes beyond the players to his relation with the board, how he relates to the supporting staff and his influences through the media and his relationship with the coaching staff²³. As earlier stated, international managers have limited resources for working with as compared to club managers. It means that their success trickles down to how well they learn to manage the talent that they have at their disposal which is the players of the given nation. In club football, players are usually together training for the most of the year. Football is more than a sport, it has now become a lifestyle, and some might even go on to say it now equals religion by commanding the followers who follow football on a worldwide scale. Relationships between players and managers need to be great, and they result in trophies because the players and managers have that different connection and they get to understand each other. Players need to respect and embrace their managers; managers likewise need to understand their players and encourage them.

It is important that football coaches and managers get to enhance positive relationships between them and the players. These relationships between managers, coaches, and their players will act as the integral ingredient that cements the players to the course, and it also binds them together as a team. It is through such positive relationships that resonance is created, this means that players tend to feel that their feelings are being looked out for as opposed to some distinct dissonance where feelings of players are not being considered. As earlier quoted, when most players are asked how they see a coach or manager who they feel

²³ Ferguson, A. & Moritz, M. (2015). *Leading: Learning from Life and My Years at Manchester United (1st ed.)*. Manchester, UK: Hunts-worth Books Publishers and Printing Press.

The Modern Day Football Manager

like they have a decent relationship with. They have termed them as being upbeat people who are approachable and warm. One who is tuned to their emotions, and is a good listener, one who optimistic. A person who is genuinely interested in the players, humorous and one who is secure in themselves. One who will enhance their talent and help them achieve everything that they have set out to achieve on a club, international and personal level. Managers and coaches need to take note of this. Relationships in the football world are vital to the success of the team as a whole. With this established, the players are left to concentrate on their playing careers so as to make sure that they are excelling and enhancing the team to keep winning.

References

- Bridgewater, S. (2010). *Football Management (1st ed.)*. Boston, MA: Palgrave Macmillan Publishers and Printing Press.
- Carling, C., Williams, A., & Reilly, T. (2005). *Handbook of Soccer Match Analysis: A Systematic Approach to Improving Performance (1st ed.)*. London, UK: Routledge Publications and Printing Press Limited.
- Carson, M. (2013). *The Manager: Inside the Minds of Football's Leaders (1st ed.)*. Hoboken, NJ: John Wiley and Sons Publishers and Printing Press.
- Cozzillio, M. & Levinstein, M. (1997). *Sports Law: Cases and Materials Carolina Academic Press law casebook series (1st ed.)*. Durham, N.C.: Carolina Academic Publications and Printing Press.
- Dean, T. (2012). *On Coaching Football: A Resource and Guide for Coaches (1st ed.)*. Boca Raton: Universal-Publishers and printing Press.
- Elliott, R. & Harris, J. (2010). *Football Nation: Sixty Years of the Beautiful Game (1st ed.)*. New York, NY: Francis Routledge and Sons Publications and Printing Press.
- Ferguson, A. & Moritz, M. (2015). *Leading: Learning from Life and My Years at Manchester United (1st ed.)*. Manchester, UK: Hunts-worth Books Publishers and Printing Press.
- Jones, R. & Tranter, T. (1999). *Soccer Strategies: Defensive and Attacking Tactic (1st ed.)*. Spring City, PA.: Reeds-wain Books and Videos Publications.
- Martinez, D. & Mukharji, P. (2013). *Football: From England to the World Sport in the Global Society (1st ed.)*. Hoboken, NJ: Taylor, Francis and Sons Printing Press and Publications.
- Saxena, A. & Dorrance, A. (2012). *Soccer Strategies for Sustained Coaching Success Meyer and Meyer Series (1st ed.)*. Maidenhead, U.K.: Meyer & Meyer Sport Publications Limited.
- Wymer, P. (2004). *Coaching Soccer Tactics: An Essential Resource for Coaches, Teachers, Players and Spectators (1st ed.)*. Sheffield, UK: Phil Wymer Publications and Printing Press Limited.