

THE TECHNICIAN

**Editorial:
Adding Insult
to Injury**

**Technical Talk
with
Gerhard Aigner**

**Interview:
Giovanni
Trapattoni**

The Pro-Files

**From Player
to Coach:
Morten Olsen**



**NEWSLETTER
FOR
COACHES**

**No. 23
JANUARY 2004**



EMPICS

**FAIR PLAY
RULES
TO BE RESPECTED
WHEN PLAY
RESUMES
FOLLOWING AN
INJURY.**

**ARSENAL
AND
SHEFFIELD UNITED
REPLAYED
THEIR
CUP MATCH
IN 1998/99.**



EMPICS

COVER

● Giovanni Trapattoni has his sights set on EURO 2004 (PHOTO NEWS)

IMPRESSUM

PRODUCTION

André Vieli
Atema Communication SA
Printed by Cavin SA

EDITORIAL GROUP

Andy Roxburgh
Graham Turner
Frits Ahlstrøm



Arsène Wenger gives Thierry Henry some advice during training.

KEYSTONE

Adding Insult to Injury

EDITORIAL

BY ANDY ROXBURGH,
UEFA TECHNICAL DIRECTOR

The Brazilians call it “Jogo Bonito”, the beautiful game, and when you see Thierry Henry of Arsenal FC glide over the ground with speed and grace or Zinedine Zidane of Real Madrid CF mesmerize the opposition with his dazzling footwork, football is truly a joy to behold. But, as with all creative activities, there can sometimes be a dark side, and in today’s football some players damage the sporting image with gamesmanship, unscrupulous behaviour, and, on occasion, downright cheating. Simulation (diving to the uninitiated), dissent, and mobbing the referee in a threatening manner are all obvious misdemeanours, but now a new, less obvious, negativity has emerged – a misuse of FAIR PLAY.

It is a gentleman’s agreement: when a team puts the ball out of play due to an injury to one of their players, the opponent, in the spirit of fairness and to encourage the return of the favour, gives the ball back. The supporters normally appreciate such a display of sportsmanship and applaud the gesture. Today, however, the trend, and we see it in matches involving international, club and youth teams, is to take the throw-in, and to drive the ball deep into the opponent’s half and out of play. Now comes the twist in the tale: Those that willingly returned the ball, then immediately, put the opponent into

a difficult situation by pressing, and fighting to regain possession. This is a misuse of FAIR PLAY – a case of adding insult to injury.

Top UEFA Champions League coaches, members of UEFA Elite Club Coaches Forum, and UEFA’s Technical Committee are unhappy with this development and would like to see the trend exposed. They would like the ball to be returned, in such circumstances, to the opposition goalkeeper or to the last defender. The key message is that the ball should be kept in play and pressure should only be applied once the opponent is in comfortable possession of the ball. But there are problems in implementing this proposal.

Firstly, players are reluctant to “play fair” if they think the opponent is feigning injury and simply time wasting. This is where the referee has to take control and make a judgement – the players must respect the referee’s decision otherwise we are lost. Secondly, will coaches accept, unconditionally, an “unwritten law” which requires their players to play in the right spirit? I am in no doubt that head coaches are ultimately responsible for the spirit of the game – if players repeatedly misbehave on the field, it is up to the coach to deal with it, otherwise he is condoning unsporting behaviour.

During the season 1998-1999, Arsène Wenger, the head coach of Arsenal FC, asked that a cup tie against Sheffield United be replayed because his team had unwittingly scored a decisive goal when they should have returned the ball fol-

lowing an injury to a Sheffield player. The game was replayed and Arsène was given the UEFA Fair Play Award for his laudable sporting action. Mistakes can happen, but with a common understanding and a willingness to respect the game’s values, technicians can fight against negative trends which devalue the beauty of football. Let’s protect artists, like Henry and Zidane, from those who see football as a street brawl rather than a sporting spectacle.



Zinedine Zidane is an artist who needs protecting.

**LEFT TO RIGHT:
JOZEF VENGLOS, DETTMAR CRAMER
AND MICHEL PLATINI.**



DOWN FOOTBALL'S MEMORY LANE

WITH HIS LIFE AND REPUTATION SANDWICHED BETWEEN THE LAST RESULT AND THE NEXT, THE TECHNICIAN RARELY HAS TIME TO INDULGE IN NOSTALGIA. BUT THOSE WHO ATTENDED THE FIFTH UEFA CONFERENCE FOR COACH EDUCATION DIRECTORS THIS AUTUMN SOON REALISED THAT PAST EXPERIENCES CAN BUILD A PLATFORM FOR FUTURE DEVELOPMENT. THE TRIP TO BRUSSELS SOON AFTER THE DEATH OF GUY THYS ALLOWED THE PARTICIPANTS TO RENDER HOMAGE TO A REVERED COLLEAGUE AND THE EVENT KICKED-OFF WITH THE LIKES OF GIACINTO FACCHETTI, RINUS MICHELS, DETTMAR CRAMER, JOZEF VENGLOS AND MICHEL PLATINI TRACING A PATH, IN THE COMPANY OF UEFA TECHNICAL DIRECTOR ANDY ROXBURGH, THROUGH THE YEARS THAT HAVE LED UP TO UEFA'S 50TH BIRTHDAY.

By coincidence, at the Brucosport sports medicine congress staged up the motorway in Bruges a few weeks later, Tom Reilly, a professor of sports science at Liverpool University, reviewed changes in training methods and, maybe more importantly, attitudes to training over the last 30 years. In 1973, he reported, only the Italians seemed to indulge in pre-match warming-up routines on a serious basis and, since then, the average duration of training sessions has increased by almost 30% and the average distance covered by players during a game has risen by some 2km. In 1973, he added, the emphasis was on aerobic training, starting with six weeks of intensive work and, during the



Anderlecht coach Hugo Broos and his assistant Franky Vercauteren are working in the same direction.

season, every week was marked by identical training routines peaking on Wednesday or Thursday. And, of course, there was no room for individualised training – everyone did exactly the same. One wonders what the Class of '73 would have made of the training session at RSC Anderlecht's stadium, where Hugo Broos put his squad through some counter-attacking paces aided by his assistant Franky Vercauteren, recruited as a 'student' whose coaching and communication skills were subjected to severe scrutiny by the massive audience composed by participants at the Coach Education Directors' Conference – an event which, by the way, didn't appear in the UEFA diary until 1995. The Class of '73 would surely have raised eyebrows at the Belgian

**PLENARY
MEETING IN
BRUSSELS.**



PHOTO NEWS



PHOTO NEWS

Hugo Broos and Franky Vercauteren talking with UEFA Technical Director Andy Roxburgh to the Anderlecht ground.

national association's QIKFoot programme, presented to participants as a means of attaining 'total quality management' at the youth academies attached to professional clubs. And they would have been totally dumbfounded by the Dutch presentation of the computer technology now being used to record and analyse national team events at youth and senior levels. On the other hand, they might have identified with György Mezey when he outlined the problems facing his native Hungary and other Eastern bloc countries where coach education was traditionally the responsibility of university physical education professors with minimal or non-existent

connections to the national football association.

The old-timers would have found it hard to believe that, by the autumn of 2003, the admission of Slovakia and Croatia would bring the total to 35 members of UEFA's Convention on the Mutual Recognition of Coaching Qualifications. Nor would they have believed the amount of in-depth attention paid to specialised subjects during the Conference in Brussels. With a view to ensuring that standards are maintained, the Coach Education Directors discussed coaching licence renewals; their frequency; and the sort of system that can viably be implemented.

What's more, having established an upgraded general coaching licence, there were proposals to take further steps forward by establishing courses on specialities such as, in order of preference as expressed by participants at the Conference, youth coaching, goalkeeping, physical fitness, futsal – radically different in coaching terms – and women's football which, by contrast, is essentially based on the same content as coaching courses aimed at the men's game. Coaching may have come a long way during the fifty years since UEFA was born – but there's plenty of work to get on with as we move into the second half-century.

SPECIAL INTERVIEW

BY ANDY ROXBURGH,
UEFA TECHNICAL DIRECTOR



FOR MORE THAN 30 YEARS, GERHARD AIGNER HAS INFLUENCED EUROPEAN FOOTBALL THROUGH HIS WORK AT UEFA. SINCE 1989 HE HAS BEEN THE HEAD OF THE UEFA ADMINISTRATION, FIRST AS GENERAL-SECRETARY AND THEN (FROM 2000) AS CHIEF EXECUTIVE. DURING HIS TENURE, MANY MAJOR DEVELOPMENTS HAVE TAKEN PLACE WHICH HAVE HAD AN ENORMOUS EFFECT ON THE GAME IN GENERAL AND ON TECHNICAL PEOPLE IN PARTICULAR. FOR EXAMPLE, THE INTRODUCTION OF THE UEFA CHAMPIONS LEAGUE, THE EXPANSION OF THE EUROPEAN CHAMPIONSHIP FINAL ROUND, THE LAUNCHING OF THE EUROPEAN COACHING LICENCE, AND MANY OTHER INITIATIVES WHICH HAVE HAD A SIGNIFICANT IMPACT ON PLAYERS AND REFEREES. AS HE RETIRES FROM OFFICE, GERHARD AIGNER SHARES WITH US SOME THOUGHTS ON THE TECHNICAL SIDE OF THE GAME.

TECHNICAL TALK WITH GERHARD AIGNER

1 • What have been the positive developments in coaching during your time at UEFA?

I have to immediately mention the Coaches' Licence which we introduced in the 1990s and which was a major project for UEFA. We now have more than half of our associations committed to this. In the medium and long term this development must lead to the improvement of football in Europe, because we are talking here about the education of our coaches. Of course, the associations are also involved in other coaching schemes, particularly in relation to youth football, which is the most important category. We do not always have the best coaches there, so it is important to invest in this aspect of football education. The entire UEFA Technical Education pro-

gramme has been developing on a large scale - we organise on a regular basis courses and conferences for many groups: national coaches, youth coaches, women's coaches and coach educators. Many technical reports are now produced which benefit all levels of the game. There is no doubt that UEFA is involved in a tremendous amount of activity in relation to coaches which we sincerely hope will have an impact on the quality of coaching and the game itself.

2 • As the CEO of UEFA, have you witnessed any negative trends in the way coaches go about their business?

We have always had black sheep in every family, but apart from that, coaches today find themselves in a

completely different environment than in the past. The pressure on professional coaches today is enormous - they are now more like human resource managers than practical coaches. Much of their work has been removed from the field of play and they find themselves trying to manage a group of highly-paid stars who come from different cultural backgrounds. They try to build a team, despite the fact that many of the players do not stay long at the clubs. Players come and go, and this is a huge management challenge to handle. We also know that the coaches of the national team have a difficult task because the club coaches are not willing to release the players for international duty, particularly for friendlies. Out of this difficult context, we get reactions from the coaches which

**GERHARD AIGNER
CHATS WITH
HANSI MÜLLER
DURING A
UEFA COURSE.**



Gerhard Aigner with the coaches attending the 5th Forum for Elite Club Coaches.

are not always positive or constructive. Under the pressure, we see coaches getting up from the bench, displaying bad behaviour, and this can have a negative effect on the players and the supporters.

3 • Why was it important for UEFA to introduce its coaching licence?

It was important that we, UEFA, made this step to create a European Licence. Inevitably, soon or later, the EU would have dealt with these matters. We have seen this in other areas – they create harmonized standards to make sure that the conditions are equal for everyone within the European Union, especially when it comes to the professions and to the field of education. This is a very difficult task for the EU and they cannot do everything at the same time. Eventually, they would have dealt with diplomas in sport, so we decided not to wait because we wanted to take the lead - to have people with an understanding of football in the driving seat. Our aim has always been to improve football and coaching on our continent, and it was there-

fore important for us at UEFA to introduce the system ourselves.

4 • The UEFA Elite Coaches Forum brings together Europe's top club coaches - Has this been of value to UEFA?

The value is, on the one hand, to get feedback from those who are actually on the field and have to deal with the teams and the conditions which we create through our competitions. One of the biggest difficulties for a sports' organisation is that it may not have enough contact with those who 'live the sport'. Therefore, it is essential that we have this type of contact. On the other hand, it is also important for the coaches to tell UEFA about their frustrations – what they don't like, or what they would like. It is necessary to have this feedback so that we at UEFA can say we have our collective finger on the pulse of the game. Some of the information and suggestions from the coaches have led to changes, while other proposals haven't been taken up because it is also important that coaches and

teams respect certain rules and regulations. The fact that we have this dialogue with the elite coaches means that we really have listened and have taken note of the various proposals.

5 • How do you feel about today's players earning vast sums of money?

One would naturally feel jealous! Seriously, I think we must recognize that this can create difficulties, especially with younger players. You can see from the way some behave that they are not really able to handle it. Maybe they are not always well advised. So we also must understand the difficulties of the players. On the one hand, we have to accept that it is not always good for our image that young players receive these excessive amounts of money. These vast sums are repeated again and again in the media and then, if these players don't behave or don't perform as expected, a comparison is made between what the player earns and what he produces, and that creates a completely wrong impression around football. Football goes in cycles and maybe one day we will go back to a less excessive, sensible situation.

6 • How can young players be protected from the various negative influences which affect them today?

Young people can best be protected by their parents. Once they leave the home environment to become independent, they are advised by coaches, team-mates and others. But the parents are the first to help them in terms of attitude, philosophy of life, etc. Of course, young players have to be ambitious, otherwise they won't make it to the top, but they should always be taught to be modest, to appreciate what they have and what they get. Yes, it is important that those with potential are protected, that they develop as players, but more importantly, it is necessary that they become good characters. The coach wants the young talents to explode onto the football scene, to



**VAN BASTEN
SCORED A MEMORABLE
GOAL IN THE FINAL
OF EURO '88
AGAINST THE USSR.**

score goals, and the coach may be more inclined than the parents to compromise on the youngster's behaviour.

7 • What can be done to encourage clubs to develop their own players?

We must repeat the value of producing home-grown players. Clubs were founded to create their own teams. Players who come through their own club system have an advantage over those who come from the market. In most cases, you can depend on the commitment of those who have come through the ranks – generally, I don't think you can say that about those who have been imported. Also, I think there is more tolerance, more support, for the local talent, especially when things are not going well.

8 • In general terms, is the behaviour of today's players acceptable? Is there anything which particularly disturbs you?

This could be a long intervention! I think there are certain habits which

we should really try to stop. Most problems are linked to the lack of respect for someone – the referee, the opponent or the spectator. I know that players will accept the laws, but only if they are imposed. They will accept things, even if they sometimes overstep the line, and they will show respect, as long as they know what is acceptable and what is unacceptable. Things like pulling your shirt off after scoring and making the opponent wait for the restart shows a lack of respect. Encroaching on the referee when a decision has to be taken or even pushing the referee – this is absolutely prohibited. We should be very severe when dealing with such things. Other actions like showing disrespect to the referee when he makes a decision or kicking the ball away - these things are not necessary and could easily be stopped, but there needs to be a more concerted effort to get rid of all this conduct. And if we can eradicate this negativity, we will have a better behaviour pattern. This will in turn have a positive effect on the grassroots where we recruit referees, leaders, and

administrators as well as players. Better behaviour at the top will help us with our work at the grassroots level.

9 • What is your opinion about the standard of refereeing today?

We can never be satisfied, but in Europe we have certainly made progress. I think it is true that refereeing standards are linked to the level of football – the referees adapt to the demands of the game they are exposed to. Through the schemes that UEFA has put in place (finding talents, the tutoring of new international referees, the various courses, etc.) we can say that things are going in the right direction. Referees will always make mistakes, and we will have to tell them when they do – it is not easy to work in this area. However, any criticism should be made in private - we must not be disloyal to our match officials. We must also support the referee in all aspects of his task, in a proper way, of course. When we make comparisons during a World Cup, we can see that, with the help of our referees, we have created quite a good culture of football within Europe - this is also a consequence of the work done by various UEFA committees.

10 • Are you in favour of using technology to assist referees with their decision-making?

Having been a referee myself, I cannot see how we can stop the game and then go back once the play has restarted in order to reassess a decision. OK, maybe we could use technology to decide if the ball has crossed the goal-line or not. Can we be sure that the equipment will always work? A machine can malfunction, you never know. I'm not convinced about the use of technology – I would rather see more human resources. This could mean extra assistants to the side of the goals, or the appointment of two referees on the field. I have always thought that



Enjoying the moment with Jozef Venglos, Chairman of the Technical Development Committee.

**ROBERTO CARLOS,
PROTOTYPE
OF THE MODERN
PLAYER.**



Gerhard Aigner and Arsène Wenger.

using two referees was a good idea, but we have never had a comprehensive, professional case study done on this, and therefore we don't really know the pluses and the minuses of the system. Other sports have used two umpires and have found it to be a good solution, but we have never really tried it. That is why we cannot say that this idea does not work. I would try this first before I would look at technical tools.

11 • What can be done to improve the relationship between the players and the referee?

I don't think that referees and players can be friends. There is a natural barrier which has to be there – a barrier of authority, of respect. What would be helpful is to re-establish the respect between the players and the referees, and to make the referees act in a way that they also respect the players. We need a mutual respect. I still believe that if a player has been a referee, then he has a better understanding of the difficulties encountered by the match official. In any profession, you must pass a test to

prove your competence. The associations should assess the knowledge of young players in relation to the Laws of the Game, and these youngsters should be given the opportunity to do some refereeing.

12 • From a technical point of view, what are your favourite memories from European finals of the last 30 years?

Most of us would immediately think of Van Basten's volley in the EURO 1988 final or Zidane's wonderful goal in the 2002 UEFA Champions League final in Glasgow – these were masterpieces. Of course, we could talk about some of the amazing exploits of the goalkeepers. There are so many magic moments from the past that we could recall. However, instead of looking at specific moments from the finals, I would like to highlight a player from the modern era: Roberto Carlos of Real Madrid CF. The way he can strike the ball is sensational. Think of the goal he scored this season against Marseille when he volleyed Beckham's cross into the ground,

over the goalkeeper, Vedran Runje, and into the net. This was a very difficult skill, but Roberto Carlos astounds us again and again.

13 • If you could change one thing in football, what would it be?

Some years ago I would have said the back pass to the goalkeeper. If we talk about today, I think something needs to be done about the offside law, specifically, the interpretation of passive offside. The situation today is confusing for everybody, particularly the players. We need to do something to make it simpler and easier to implement. We know that players are using the situation to their advantage. In the old days, you were either offside or you weren't - it was clear. Now we have uncertainty. We could argue that the doubts surrounding the offside trap might encourage coaches to be more attack minded, but I still think we need to re-examine the passive offside problem.

14 • What are the greatest challenges facing football today?

The greatest challenges are the interventions from non-sporting agencies and the individualistic tendencies of many within football itself. Football is no longer allowed to be a world apart. Football created its laws, lived by these rules, existed within its own circle. Today, if someone is not happy, they step out of this framework. Where does this end? Will they challenge the right of someone to act as referee? People no longer have the same culture – the football circle has been broken. We have had to create new structures and many of these relate to the civil world and not to sport. The attractiveness of the game is tarnished when the courts intervene in issues like promotion and relegation, as we saw recently in Italy. When we get a proliferation of such judgements, then we know we are close to disaster. When people in football were in control, the sport was stable and in appropriate hands.

INTERVIEW

BY ANDY ROXBURGH,
UEFA TECHNICAL DIRECTOR



IN THE JUNE 2003 EDITION OF THE TECHNICIAN, WE HIGHLIGHTED THE REMARKABLE CAREER OF GIOVANNI TRAPATTONI, SOMEONE WHO HAS WON THE EUROPEAN CUP AS A PLAYER AND AS A COACH (BOTH WITH AC MILAN). AN ITALIAN INTERNATIONALIST, HE WENT ON TO BECOME THE MOST SUCCESSFUL CLUB COACH IN ITALIAN HISTORY WITH JUVENTUS, INTERNAZIONALE FC, AC MILAN, AND OTHERS. HE EVEN WON THE LEAGUE AND CUP WITH BAYERN MUNICH IN GERMANY BEFORE TAKING OVER THE ITALIAN NATIONAL TEAM IN THE SUMMER OF 2000. AFTER HIS EXPERIENCE AT THE 2002 FIFA WORLD CUP, HE HAS NOW LED ITALY TO THE EURO 2004 FINALS AND IS CURRENTLY FOCUSED ON GETTING THE BEST OUT OF THE ITALIAN SQUAD IN PORTUGAL. GIOVANNI IS AN ITALIAN GENTLEMAN, A COACHING SUPERSTAR, AND A CLASS ACT; HIS NAME STANDS FOR QUALITY, HIS NAME IS...

TRAPATTONI

1 • After coaching for 27 years at club level, what are the main differences you have faced as a national coach?

Football has changed a lot and coaching today is completely different because of so many new factors. Professional relationships have altered; before the Bosman Ruling, players were very much tied to the club team, after Bosman the market opened and the players' commitment to the club changed. It is difficult to find players today who remain contracted to the same club for a long time. In the old days, the clubs were enthusiastic about sending their players to the national team. Nowadays, because of the commercial mentality, players and clubs are less willing, less eager about international football. When you coach a club, you can check the temperature every day, that is

psychologically speaking, and you can build everyone up for the next match. Too many individual interests are influencing the activities of the national team. With Italy there is a lack of time to prepare all the components, particularly to get each player into the right condition, mentally and physically, for the next match.

2 • After all these years in the business, what motivates you to stay at the top-level of coaching?

My first motivation is a love for football. Every season, and with every team, I found a new opportunity, another challenge. I also found a new situation where I could develop something, not only tactically but also in terms of human relationships. It is like a volcano – always new substance, new engagement, new enthusiasm. I always look forward.

3 • As we approach the EURO 2004, what lessons did you learn from your experience in Korea/Japan at the FIFA World Cup 2002?

The Italian team is better prepared now – more mature than in 2002. We have better options today in our playing resources. In the last FIFA World Cup we concentrated too much on logistical problems, like weather conditions and time zones – we were too worried about the local environment. In addition, there was so little time between the end of the club season and the start of the championship that many players had no chance to recover. Think of players from France, Portugal and Argentina and the problems they had. In our case, we had too many key players in poor condition. We also saw teams like Japan, Korean and the United States come into prominence and create a surprise, even

**HAPPY TO MEET UP AGAIN
WITH OLIVER KAHN
BEFORE A FRIENDLY BETWEEN
GERMANY AND ITALY.**



to the Europeans. I think many people underestimated the potential of these teams.

We Italians must manage the emotional and psychological situation better. Our players are exposed to intense rivalry at club level and this makes it difficult to create unity within the group – the challenge is to blend them together in a short space of time. The players are exposed to so many pressures – our problems are not technical, but rather the issues around the game, and this must be managed better.

4 • How has the Bosman Ruling affected you as a national team coach?

The massive influx of foreign players has limited the possibilities for young Italian talents. But, above all, the Bosman Ruling has changed the mentality of the players – they are more commercially orientated now. Italians were not used to such freedom of movement and then suddenly they found themselves in control of their own destiny. Remember, from 1966 we had a period of 15 years without any foreign players. Then we allowed one or two to join each club, but these were stars, like Platini, who had a maturity and a status. After Bosman, player stability went and turmoil took over; the quest for money became the dominant force.

5 • What can be done to maintain the interest and quality of international football?

It is going to be difficult to maintain the same level of support for international football, unless the commercial aspirations of the clubs



**DISCUSSING TACTICS
WITH ANDY ROXBURGH
AT A RECENT UEFA
CHAMPIONS LEAGUE MATCH.**



AC Milan's Massimo Ambrosini receives clear instructions in an international match.

are modified. The media, the sponsors, and the TV companies have a much higher interest in the club competitions than in the national team – business is dominating our sport.

Regarding technical matters, top players must be protected from aggressive play and tactical fouls, like body checking, if the quality of international football is to remain high. The brilliant players, the personalities, are limited by such actions. Maybe we should introduce a rule that after 15 or 20 fouls, for example, each subsequent foul would be punished by a yellow card. There is no doubt that friendly matches are a problem; the clubs don't want to co-operate and many of the top players are reluctant to participate. For the coach and the association, it is also a problem

that the FIFA Ranking includes friendly results – this distorts the reality.

6. • What is required when dealing with millionaire players?

Players need the status of international football, and if you leave out a big name, everyone wants to know why. In Italy, this is even more pronounced – it is not like Germany, for instance, where they have a different mentality. With Italian players, you need to be a psychologist, father-figure, and even a priest. I must explain everything to the individual in order to prepare him for the questions which will come, mainly from the outside. Patience is now a necessity when dealing with the stars - you must remember that each player has a circle of people around him: agents, managers, club

coaches, sponsors, advisers, family, and you need to take this into consideration. All of this has nothing to do with coaching in the recognised sense.

7. • From a tactical point of view, what trends have you seen in recent years in international football?

Tactical uniformity can be seen in all continents – there is less variety. The trend, however, is to use more technical players who can produce creative solutions. The systems of play are standard and highly structured, while details on corners, free kicks, etc. have always been necessary, but the quality of certain individuals has increased in importance. Most teams try to press, in some cases as far forward as possible, and this has necessitated, as an antidote, greater use of the wings, with attacking full backs and adventurous midfield players.

8 • How do you cope with all the demands on you from the media, commercial partners, and the public?

In modern football, it is important for coaches to realise how much has been given to the game, directly and indirectly, from sponsors and the media, but we mustn't be overwhelmed by these outside pressures. You have to resist excessive interference and you must learn to cope with the pressure. The secret is to choose the right time – to know when to let sponsors and media into to the camp. You must understand when to deal with business and when to draw a line, when enough is enough. The sponsor is vital to the association and, therefore, you must co-operate by

**GIOVANNI TRAPATTONI
AND ANDY ROXBURGH
SEEING
THE FUNNY SIDE.**



allowing them access to the players, but this must be well regulated. You must define the limit and not create confusion. You need to have a strategy for dealing with the media and the sponsors, as well as the football. Today you can't shut the door on those who influence the game.

9 • When offering criticism, do you speak to your team as a collective unit or do you deal with them individually?

With some players criticism must be given privately, otherwise you destroy them. Sometimes, in the dressing room you must shock the team into action, but this is always done in a collective way. The players know if the criticism is aimed at them. You need to be sensitive to the players and the situation. Generally speaking, the criticism is general, because today you cannot be too aggressive in public towards individuals. You have to know how to act and how to react.

10 • What do you focus on when preparing the national team training?

The first thing is to focus on the opponents – the strong points, the weak points, and how they won in the past. Secondly, I discuss with the players certain elements of their club performances and sometimes I ask them to adapt to national team requirements. Then, as we build up for a particular match, we try to make sure that all the players are in good physical condition. Our fitness coach is constantly in touch with his colleagues at the clubs – we try to keep the same habits that they have at the clubs – the fitness work is generally individualistic in nature.

When we prepare the set plays, we have players like Totti or Del Piero who are given the responsibility to take the direct frees using their special talent, but with corners and indirect free kicks, we develop clear collective strategies and movements. Defending against set plays is also very important for us, especially in the details. For example, do you play offside by pushing out after a corner against?

11 • How do you feel about the EURO 2004 finals in Portugal?

I am always confident about our chances if our key players are in good physical condition. However, in my view, the European Championship is much stronger than the World Cup – and therefore very difficult to win. With the Italian national team we have some very good individuals, but we will need them to be at their best in Portugal. At the moment, France are on top form and must have a chance. Spain is like Italy – good individual players, but you never know about the collective performance. Portugal have the advantage of playing at home, but we mustn't forget that Germany and England are always well prepared mentally for final tournaments. There are some dark horses, like the Czech Republic, who could cause a surprise, but tradition is usually a key factor in such tournaments.

12 • When your coaching career does come to an end (many years from now), how would you like to be remembered?

Firstly, I would like to be remembered as someone with the human touch. Secondly, as a coach who

always kept up-to-date with the trends in football. As I become older, I always try to remain young, professionally speaking. I worked with many great players, Platini was one of the best, and tried to use their abilities to produce a football that was physical, positive and highly technical. However, I have always been a realist. Sometimes I had to make changes in order to produce a result – this does not necessarily mean that I was defensive, just that I was adaptable and very pragmatic.



Giovanni Trapattoni knows how to attract attention from the touchline.



**THE GROUP D COACHES:
ALEKSANDRS STARKOV (LATVIA),
DICK ADVOCAT (NETHERLANDS),
KAREL BRÜCKNER (CZECH REPUBLIC)
AND RUDI VÖLLER (GERMANY).**

THE PRO-FILES

FOR THE TECHNICIAN, IT IS A SIGNIFICANT FACT THAT, WHILE TEN OF THE SIXTEEN QUALIFIERS FOR UEFA EURO 2004 WERE ALSO AT EURO 2000, ONLY ONE OF THOSE COUNTRIES WILL TRAVEL TO PORTUGAL WITH THE SAME COACH – OR RATHER, COACHES, AS WE’RE TALKING ABOUT THE SWEDISH TEAM WHICH IS DIRECTED ON A JOINT-VENTURE BASIS BY TOMMY SÖDERBERG AND LARS LAGERBÄCK.

The fact that this duet has been sung for five years actually distorts the statistics a wee bit. When the final draw was made in Lisbon, the coaches of the sixteen starters had been on the bench for an average of 30 months. And had it not been for the Swedes hitting double-top, the figure would have been significantly lower. It is not a new phenomenon. Four years ago, THE TECHNICIAN was remarking that although eleven of the EURO 2000 teams had been at EURO 96, none of the coaches had been there. But while the trend is undoubtedly towards shorter terms of office, the national associations’ recruitment policy seems focus more and more closely on technicians with longer track records. When the names came out of the hat in Lisbon at the end of November, the average age of the seventeen coaches was 56 years and 7 months. Barring last-minute changes, this means an average of just over 57 when the ball starts rolling in June. If we compare with EURO 2000, where the average at kick-off time was 51 years and 10 months, we could



Luiz Felipe Scolari hopes he will be repeating this gesture in Portugal.

argue that there’s a 10% increase in terms of experience. The tendency to invest in experience is underlined by the fact that only three of the seventeen coaches were not top-level footballers, with seven of them having represented their countries at international level. England, Greece and Portugal are the only nations to field non-native coaches and the hosts’ Brazilian import, Luiz Felipe Scolari, is the only non-European on the starting-grid. His challenge is the traditional one of living up to the hosts’ expectations with a team that has played no competitive fixtures in the last two years. His opponents have successfully negotiated a tough qualifying phase, with five of them obliged to bite their nails until the last kick of the second leg of the play-off matches. Portugal will decide the champion but, at the moment, congratulations are due to all the ‘winners’, with special mention for Aleksandrs Starkovs, the only coach to combine club with national team duties, and who has led Latvia into the finals for the first time.

**UEFA CHIEF EXECUTIVE
GERHARD AIGNER
PROCEEDS WITH THE DRAW,
WATCHED BY HUGO VIANA
AND EUSEBIO.**



Aleksandrs Starkovs is hailed by his players; Latvia are taking part in their first European Championship final round.

Bulgaria

Plamen Markov

Croatia

Otto Baric

Czech Republic

Karel Brückner

Denmark

Morten Olsen

England

Sven-Göran Eriksson

France

Jacques Santini

Germany

Rudi Völler

Greece

Otto Rehhagel

Italy

Giovanni Trapattoni

Latvia

Aleksandrs Starkovs

Netherlands

Dick Advocaat

Portugal

Luiz Felipe Scolari

Russia

Georgi Yartsev

Spain

Iñaki Sáez

Sweden

Tommy Söderberg

Lars Lagerbäck

Switzerland

'Köbi' Kuhn



From Player to Coach

Morten Olsen



IT'S SOMETIMES A SURPRISE TO SEE PLAYERS WHO HAVEN'T PREVIOUSLY SHOWN A PROPENSITY TOWARDS COACHING APPEARING ON THE LIST OF CANDIDATES FOR A LICENCE. BUT WHEN MORTEN OLSEN MADE HIS COACHING DEBUT FOR DANISH CLUB BRØNDBY IF IN 1990, THE WRITING HAD BEEN ON THE DRESSING-ROOM WALL FOR A GOOD MANY YEARS. HE HAD CAPTAINED CLUB AND COUNTRY AND, DURING DENMARK'S 'GOLDEN EIGHTIES' HAD BECOME SEPP PIONTEK'S 'COACHING CAPTAIN'. HIS TEAM-MATES, NO MATTER HOW BIG THEIR NAMES OR THEIR WAGE PACKETS, TREATED HIM WITH REVERENCE AND RESPECT. WHEN MORTEN TALKED, EVERYONE LISTENED.

He knew what he was talking about. Morten Olsen played in every position except goalkeeper, having begun as a right-winger with home-town Vordingborg and then with B 1901 in nearby Nykøbing, a club which still organises an annual youth tournament named after him. The fact that his parents ran a paint shop in Vordingborg gave rise to the picturesque headline Paint-Sellers' Son Puts Colour into Danish Football. Though he might like to gloss over the headline, Morten has never forgotten his roots. A charity match to celebrate his 40th birthday raised some 150,000 Danish kroner which Morten promptly donated to the two clubs. It was at the subsequent party that 1. FC Köln, the German club that had been his last port of call as a player, raised eyebrows by presenting him with a goat. By the way, Morten was an accomplished gymnast – which probably explains why he was able to pursue a top-level career until the age of 39. It was on the right wing that he made his Olympic debut in the qualifiers for the Munich Olympics. But, having signed his first pro contract with Belgian club Cercle Brugge KV in the summer of 1972, he was unable to compete in the Games. His place was taken by a certain Allan Simonsen.

**MORTEN OLSEN WEARING
THE CAPTAIN'S ARMBAND
FOR DENMARK
IN THE 1986 WORLD CUP
AGAINST WEST GERMANY.**



Morten Olsen (No.10) challenges in the air with Gary Stevens in the return leg of the 1983/84 UEFA Cup final between RSC Anderlecht and Tottenham Hotspur.

In the meantime, Morten Olsen had become a permanent fixture on the team-sheet of the Danish national team – from which he retired twice. The boots were first hung up in 1988 but, with the Danes in trouble during the 1990 World Cup qualifiers, he was persuaded to return for a 2-0 win Bulgaria and a 7-1 victory against Greece, followed by a 6-0 win in the centenary match against Sweden and a farewell 4-0 victory over Brazil after which Pelé handed Morten his shirt as a small reward for 102 international matches. By this time, he had been converted into, firstly a midfielder and, ultimately, libero. But the challenging conversion was from player to coach. “The most difficult thing was

to come to terms with the frustrations of the bench,” Morten recalls. “When you are a player, you can run out your aggression and your frustration but as a coach you have to sit them out. That’s why you see coaches pacing all around their technical area as if it’s a cage or taking things out on the linesman or the fourth official. So you have to find a natural way to react and control yourself. It’s also difficult to adjust to thinking about 25 persons instead of, as a player, concentrating on your own performance. The captain’s role at least allowed me to begin a little coaching before I moved to the bench.”

Olsen the coach, during his spells in Denmark, Germany and the



Morten Olsen comes up against Karl-Heinz Rummennigge in the match between West Germany and Denmark in the 1986 World Cup in Mexico.



**MORTEN OLSEN
GIVES ADVICE
TO DANISH INTERNATIONAL
JAN HEINTZE.**



Georgi Kinkladze (Ajax) pays close attention to Morten Olsen's instructions.

Netherlands, has remained loyal to his principles about the way the game should be played – which is why, when he took over as head coach of the Danish national team in July 2000, he recruited Michael Laudrup to work alongside him in a managerial team that served as example and inspiration to the players.

"I think it's an advantage to have had a career as a top-level player," Morten admits. "But there are many very good coaches who haven't. It's a much bigger advantage for a

youth coach because it's important for the young players to look up to the guy and for him to be able to explain details without them thinking that it's knowledge that's come out of a book. So I regard it as very important for football that when a top player hangs up his boots, he should seriously think about spending some time as a youth coach."

Morten Olsen took his philosophy and his team into the 2002 World Cup finals and is now preparing to do likewise at the EURO 2004 finals in Portugal.

Morten Olsen

Date of Birth: 14.08.1949
in Vordingborg

Career

– as player

- Vordingborg IF (1957-69)
- B 1901 Nykøbing Falster (1970-72)
- Cercle Brugge KV (1972-76)
- Racing White Daring Molenbeek (1976-80)
- RSC Anderlecht (1980-86)
- 1. FC Köln (1986-89)

102 appearances and 4 goals for the Danish National Team (1970-89)

Belgian Championship winner

1981, 1985, 1986

Belgian Super Cup winner 1985

UEFA Cup winner 1983

'Player of the Year' in Denmark

1983, 1986

– as coach

- Brøndby IF (1990-92)
- 1. FC Köln (1993-95)
- AFC Ajax (1997-99)
- Danish National Team (since 01.07.2000)

Danish Championship winner

1990, 1991

Dutch Championship winner 1998

Dutch Cup winner 1998



**PORTUGAL
AND GREECE ARE
IN THE
SAME GROUP
FOR EURO 2004.**

AGENDA 2004

January 27

2nd UEFA Elite Youth Coaches' Forum
Berlin

January 28 – 30

7th UEFA Youth Conference • Berlin

February 12

1st UEFA Women's National Team
Coaches' Forum • Nyon

March 29 – April 2

14th UEFA Course for Coach
Educators • Crete

April 24

3rd UEFA Futsal Cup Final (1st leg)

May 1

3rd UEFA Futsal Cup Final (2nd leg)

May 3 – 9

3rd UEFA Women's Cup Final (1st leg)

May 4 - 15

3rd European Under-17 Championship
Final Round • France

May 19

UEFA Cup Final • Gothenburg

May 25

UEFA Jira Project Panel • Gelsenkirchen

May 26

UEFA Committee for Technical
Development • Gelsenkirchen

May 26

UEFA Champions League
Gelsenkirchen

May 27 – June 8

European Under-21 Final Round
Germany

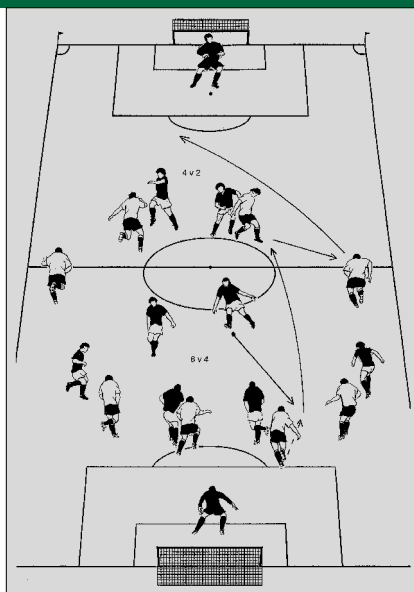
June 5 - 11

3rd UEFA Women's Cup Final
(2nd leg)

TRAINING



BY LARS LAGERBÄCK
Joint Head Coach
of the Swedish National Team



Swedish Style

Aim

- To practice counter-attacking moves, technically and tactically, and to develop a countering attitude

Numbers

- 8 v 8 plus goalkeeper

Area

- Full pitch

Concept

- A combination of two practices: 6 v 4 (waves of attack) and 4 v 2 (on the counter)

Rules

- 6 against 4 with free play (half field)
- If the goalkeeper or a defender intercepts the ball, the player immediately initiates a counter-attack
- The counter involves 4 v 2 (half field)

- The 6 v 4 group take no part in the counter-attack
- The 4 v 2 group wait in their areas for the counter to be initiated
- When the play breaks down, the practice is restarted in the centre-circle by a midfielder from the group of six

Coaching points

- Work with the strikers on the counter – one to the ball, the other on the move
- Encourage combination play between wingers and strikers
- Focus on speed (players and ball) and directness
- In the 6 v 4 the attackers are free to express themselves, while the defenders work on interceptions and then deep, penetrating passes
- The two groups of eight players can change roles – when directed to do so by the coach

UEFA

Route de Genève 46

CH-1260 Nyon

Suisse

Téléphone +41 22 994 44 44

Téléfax +41 22 994 44 88

uefa.com

Union des associations
européennes de football

