

THE TECHNICIAN

**Editorial:
The Shelf Life
of a Coach**

**Show your
Identity Card**

**Henry's Left
Shoulder**

**Sticking
to the Rules**

**Rafael Benitez:
The Non-playing
Coach**



**NEWSLETTER
FOR
COACHES**

**No. 25
JULY 2004**



EMPICS

**VALENCIA CF –
OLYMPIQUE
DE MARSEILLE.**



EMPICS

**AS MONACO –
FC PORTO**



BONGARTS

**The end of an era
for Marcello Lippi.**

COVER

● After the UEFA Cup, José Mourinho now has the UEFA Champions League trophy to treasure. (G. BEVILACQUA)

IMPRESSUM

PRODUCTION

André Vieli
Atema Communication SA
Printed by Cavin SA

EDITORIAL GROUP

Andy Roxburgh
Graham Turner
Frits Ahlstrøm

The Shelf Life of a Coach

EDITORIAL

BY ANDY ROXBURGH,
UEFA TECHNICAL DIRECTOR

Who turned up the speed on football's managerial merry-go-round? It was like witnessing a fairground attraction that went slightly out of control – some were pushed off, others jumped to safety or, if their credit was high, onto a new, glittering carousel. Claudio Ranieri, Ottmar Hitzfeld, Gérard Houllier and Carlos Queiroz, all outstanding coaches, were suddenly no longer at Chelsea, FC Bayern Munich, Liverpool FC and Real Madrid CP respectively. Ottmar, a winner of the UEFA Champions League with Bayern and Dortmund, and Gérard, a UEFA Cup champion with Liverpool FC, were coaching fixtures who were unceremoniously unhinged before our startled eyes. The distinguished Marcello Lippi walked away from Juventus FC, and football's equivalent to a Hollywood star, Fabio Capello, took Marcello's Old Lady of Turin by the hand. José Mourinho won the UEFA Champions League and swapped the wine trade of Porto for the wine bars of Chelsea. Felix Magath left Stuttgart for FC Bayern Munich, and UEFA Cup winner Rafael Benitez shed tears as he gave up Valencia, in search of pastures new. For those at the apex of their appeal the swift change was welcomed, but for those stunned by their rapid removal there was a sense of injustice and a desperate search for reasons.

Part of the explanation lies with the power of the media. Newspapers, TV and internet sites need a dynamic environment – continuity and lack of drama are an anathema to the mass media. In football journalism, they need the cycle: speculation, new man, honeymoon period, scrutiny, judgement, chase, departure and a return to speculation. People get bored easily, especially if they are over-exposed to a coach who is compelled to justify some indifferent results. Patience has become a fading virtue.

Then there are the clubs' ex-players, the "Golden Oldies", who trade on their former reputation, voicing opinions about the coach's right to

manage their club. Personal agendas and jealousies fuel the torrent of criticism which surrounds the coach who doesn't quite come up to their expectations. The ancient stars no longer have the strength to perform, but they have the power to influence, especially in an era when name recognition dominates the market place.

Luis Scolari, head coach of Portugal and world champion with Brazil in 2002, says that "football today is business." He could have said "show business". In the high-profile world of top-level football, a coach's image and track record overshadows everything else. A bad interview and a couple of defeats can trigger movement down the "slippery slope" they call football management. The speed of descent depends on the level of expectations (often unrealistic), and the amount of support from his players and the board. A few icy comments can render the slope treacherous.

Top coaches, like perishable goods on a supermarket shelf, have a sell-by date, and in these post-Bosman, satellite-TV-dominated times the turnover speed has dramatically increased. As Carlos Queiroz said a few months ago, while he was still in charge at Real Madrid, "At a top club today, enough is never enough". Of course, coaches will always be judged on results, but other periphery elements may decide how long he has to produce them.

Winning European cups doesn't guarantee job security – just ask Ottmar and Gérard.



Bayern Munich (Roy Makaay) will start the new season under the orders of Felix Magath.

**THEORY
AND PRACTICE IN CRETE
UNDER THE LEADERSHIP
OF ANDY ROXBURGH.**



**QUESTION: HAS THE BOSMAN RULING AND THE MASS MIGRATION IT HAS PROVOKED CHANGED NATIONAL IDENTITIES WITHIN EUROPEAN FOOTBALL?
QUESTION: IF IT HAS, HOW IMPORTANT IS IT TO PROTECT THEM, MAINTAIN THEM OR RESTORE THEM?
QUESTION: IF IT'S IMPORTANT, HOW DO WE GO ABOUT IT?
THESE WERE THE BASIC QUESTIONS ASKED OF PARTICIPANTS AT THE RECENT UEFA COACH EDUCATORS' CONFERENCE. AS THE VENUE WAS THE GREEK ISLAND OF CRETE, IT WAS MAYBE LOGICAL TO FOCUS ON PHILOSOPHY. REPRESENTATIVES FROM 51 MEMBER ASSOCIATIONS WERE ASKED TO:**

SHOW YOUR IDENTITY CARD

The three-day event was, of course, not dedicated exclusively to philosophy. The counter-balance was some solid practical work in which participants could compare the approaches to youth development adopted by the Greek hosts, by Manchester United or by Holger Osieck, whose coaching career has embraced cultures as far apart as Germany, Canada and Turkey. At the same time, Technical Director Andy Roxburgh stressed that, while UEFA is (very) happy to establish standard guidelines on coach education, UEFA would be (very) unhappy to see a trend towards standardisation in terms of styles of play. Variety, as the saying goes, is the spice of footballing life. "Philosophy," Andy said during the opening session, "like a compass, points the way". The coach educators were then urged to



Sven-Göran Eriksson believes in his players.

comment on the way the compass is pointing – and the way they would like it to point.

The starting point for debate was the undeniable fact that migration has made marks on club football. These days, UEFA club finals habitually involve squads containing something between 15 and 25 different nationalities. Is this affecting identities? Are clubs recognisable as belonging to a specific country?

The next question is whether this has a knock-on effect on the national team. Is national identity being lost? Are we in danger of producing a standardised style of football that will not be attractive to the public? Are we in danger of producing national teams who don't reflect the characteristics the public expects to see in their flag-bearers on the international stage?

**HOLGER OSIECK
HAS WIDE
INTERNATIONAL
EXPERIENCE.**



Morten Olsen favours varied play.

As you can imagine, the answers were complex. UEFA is currently a mix of national associations with century-old traditions and 'new-comers' who are trying to create or re-discover a national identity. But there was widespread support for the idea of including 'history' on the educational curriculum – in other words, providing the new generations with visual and printed evidence of what has gone before and what has helped to create the national identity. This was one of the elements proposed for inclusion in specific courses for youth coaches and, of course, for activities at the National Technical Centre, which the coach educators rated as a basic necessity for all member associations.

The next problem to be broached was how to transfer a will to preserve national identity from the debating table to the training pitch. Can you coach 'identity'?

The answer was affirmative, but with several provisos. For example, it places great responsibility on the educators, who need to draw up a master-plan for coach education and implant it in the coaching schools. It means designing blueprints for

teaching methods and, in associations which have emerged from the former USSR, laying the foundations for a new era. In all cases, it was felt that each country's 'living legends' should become involved in the education process as a link between the past and the future.

This raises yet another question: why peg our future to the past, if past methods have failed to produce results? In other words, it is a question

of establishing a philosophy – the compass that points the way. So the participants in Crete were asked the most basic of questions: What do you believe in? Some said they preferred a pragmatic, cautious style of football. Morten Olsen of Denmark – one of the associations with long traditions – opted for a varied, high-intensity short-passing game with emphasis on the wings. Others believe that their teams have a duty to entertain. Others feel that the philosophy should be aimed mostly at the individual ("I used to believe in systems – now I believe in players," says Sven-Göran Eriksson), with playing systems serving as a framework for individual freedom. This, in turn, entails attention to the person rather than the player, in terms of motivation, self-belief and the capacity to handle pressure. As Ottmar Hitzfeld says, "weak stars make weak teams". The heartening thing about the proposals made in Crete was their variety. We're not in danger of losing the spice of life... yet. But national identities need to be treated as protected species.



Ottmar Hitzfeld believes that a good team needs character.



**THIERRY HENRY
REDISCOVERS
STREET FOOTBALL.**

HENRY'S LEFT SHOULDER

THE YOUNG DREAM OF WHAT MIGHT BE; THE OLD REFLECT ON WHAT COULD HAVE BEEN.

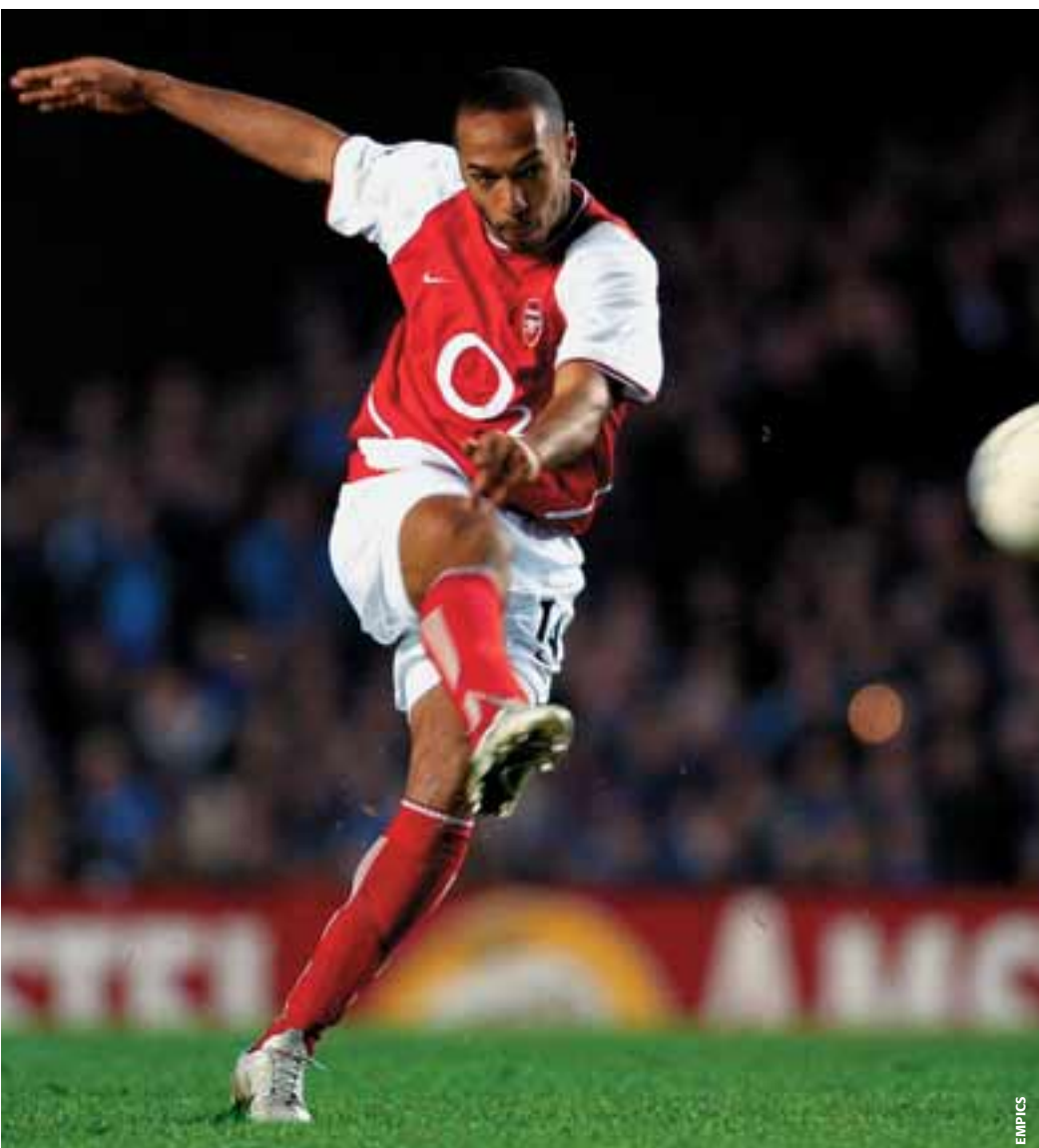
TAKE THIERRY HENRY, THE CONSUMMATE ATTACKER OF ARSENAL FC AND FRANCE, AS A CASE IN POINT.

INTENSE YOUNG ROMANTICS, MAINLY IN ENGLAND AND FRANCE, SEE THE GUNNERS NO 14.

AS THE EPITOME OF THE TALENTED FOOTBALLER – AN INSPIRATION, SOMEONE TO BE EMULATED.

THE OLD WATCH FROM THE CLOSE PROXIMITY OF THE STANDS, OR, VIA SATELLITE LINKS,

IN THE DETACHED CONFORT OF THEIR HOME, AND WISH THAT THEY COULD HAVE BEEN LIKE HIM.



"If I had been faster. If my touch had been a little better. If I had had the chance to play with other great players," they will fantasize. Henry and others from the same footballing stratosphere, like Ukraine's Shevchenko, Sweden's Larsson, Holland's van Nistelrooy and Spain's Raúl, are highly developed craftsmen, with more than a sprinkling of God-given talent. But even the talented need to be nurtured and groomed if they are to blossom on the big stage. Thierry Henry was no exception.

Thierry, of Guadeloupe descent, survived the uncompromising street games of the Paris suburbs before becoming a 'graduate' of the French FA's finishing school at Clairefontaine. As a maturing teenager, he encountered coaches who had a profound effect on his development, and ultimately on his professional career: notably, Arsène Wenger, who gave him his senior debut at Monaco and brought him to prominence at Arsenal FC, and Gérard Houllier,

The elegance of a pedigree striker.



EMPICS

who coached the French U18 squad which won the UEFA European Youth Championship in 1996 in Besançon, with a young, bushy-haired Thierry as its captain. "His potential and personality impressed me from day one", Gérard told me. Meanwhile, Arsène publicly declared, "Thierry is better to watch than to talk about". True. Like all great artists the magic is in the movement.

When people questioned the potential of the young Zinedine Zidane at Cannes, those in the know said, "Watch his feet". The same could have been said about the precocious Thierry. But, there was something more – his left shoulder. Did you see the goal he scored for Arsenal against Manchester United in October 2000? He was on the edge of the box when the ball was played into his

Thierry Henry, left shoulder dropped, outwits Fabien Barthez in a match between FC Arsenal and Manchester United.



**THIERRY HENRY
CAUSES TROUBLE
IN THE FC NANTES
DEFENCE IN A UEFA
CUP MATCH.**



right foot. With lightning speed, he flicked the ball up, dropped his left shoulder, and, on the turn, volleyed the ball over the helpless Fabien Barthez in the Manchester goal. It was the only goal of the game and against his international teammate. On many other occasions, with the ball at his right foot, Henry turns his left shoulder towards the opponent's goal in order to be 'side-on' to the defender or goalkeeper. Then, he either drags the ball past the opponent, plays it into the space, or dispatches it into a welcoming net.

The fast movement of Henry's shoulders and the wonderful fluidity of his body movement were refined and trained at the French Youth Academy. Between 16 and 18 years of age, Thierry's tutors – Christian Damiano (subsequently a coach at Fulham and Liverpool), Francisco Filho (a Brazilian who moved to Manchester United's Academy) and French fitness trainer Jacques Devismes – encouraged and developed the young attacker. "He had very fast shoulder movement and his mobility was exceptional", said Jacques, who has become a UEFA instructor and passes on his know-how and experience to developing coaches throughout Europe.

"He must be one of the best strikers in the world today – so cool in front of goal", said Franz Beckenbauer about the Arsenal No. 14 who has been voted

Arsène Wenger's coaching helped a talented footballer to emerge.

**GÉRARD HOULLIER
AND ANDY ROXBURGH IN 1996
WITH UEFA UNDER-18 TROPHY
(THE TECHNICAL DIRECTOR WON IT
IN 1982 WITH SCOTLAND).**



the best player in England two years in a row. Shevchenko, Larsson, van Nistelrooy, Raúl and others share with Henry a gift, a talent which makes the young dream and the old wish. But Thierry Henry would be the first to admit that some talented coaches and trainers helped him to progress and to fulfil his potential. When, like me, you admire the brilliance of his movement, including his left shoulder, give a thought to those who nurtured the great talent.

*Andy Roxburgh
UEFA Technical Director*



Thierry Henry powers past two Spanish defenders in the 1996 Under-18 final.



Thierry Henry: the 20-year-old winner of the World Cup.



**RESPECTING
THE DISTANCE
IS ESSENTIAL
FOR FREE-KICKS.**

STICKING TO THE **RULES**

THE LETTERS OF THE LAW AND THEIR APPLICATION WERE THE SUBJECT OF TWO EVENTS THAT WERE PEGGED TO THE EUROPEAN CHAMPIONSHIP FINALS BUT WHOSE CONSEQUENCES COULD REACH FAR BEYOND THE END OF THE TOURNAMENT IN PORTUGAL.



Only one person is allowed to issue instructions.

The first was a round-table session in Nyon where former players and coaches met referees and members of their committee to discuss the guidelines to be issued to the 40 referees, assistants and fourth officials selected for the tournament in Portugal. These were then relayed to the match officials when the '17th team' met for a pre-tournament training camp at the hotel near Espinho selected as their headquarters for the championship.

Some of the points to emerge from the two events can be recorded in almost telegraphic form:

- **Total shirt removal** during goal celebrations becomes a yellow-card offence.
- **Smoking** in the technical area is prohibited. Transgressors to be warned by the fourth official and, if the smoke doesn't disappear, reported to the Control and

Disciplinary Body. Smoking might not cost a EURO but it will certainly cost a few euros...

- The head coach is allowed to remain **standing** close to the bench.
- Only **one person can issue instructions** – but it doesn't have to be the same person all the time.
- Respect for **distance at free-kicks**. Failure to respect the distance measured by the referee is a yellow-card offence.

But other issues can hardly be reduced to telegraphic dimensions. Tackling, for example. A violent tackle, whether from behind or not, capable of inflicting injury on an opponent is a red-card offence. But the referee's decision is to be based on the element of intent or malice; the speed of the tackler's action and his chances of playing the ball. The major pre-Portugal concern was also to attain uniform levels of punishment for unlawful tackles.

There was also concern about penalty-and-red-card situations, with the tech-

**NO SMOKING
IN THE TECHNICAL
AREA!**



EMPICS



STUDIO BUZZI

In future, a player who removes his shirt to celebrate scoring a goal will be shown the yellow card.

nicians feeling that the punishment, in some cases, was too severe for the crime. This debate was refuelled when the dismissal of Fabien Barthez and the penalty scored by Valencia changed the face of the UEFA Cup final. The law had been correctly applied – but is the law excessively harsh?

Mass confrontations were also a matter of concern at both get-togethers, where the need to pinpoint and punish the ringleaders was underlined. There was also discussion on whether the referee should be pro-active in restraining players or whether he should simply stand

back and gather sufficient evidence to impart justice.

Voices were loud and clear at both meetings when the subject of simulation was broached, with fears that players are now actively practising their 'diving technique'. It was stressed to the Portugal-bound officials that simulation does not only occur when no contact is made. Players are now trying to deceive the referee by dramatising minimal contact or by seeking contact. Sadly, there is no shortage of video footage showing attackers backing into defenders, grabbing shirts and using them as a fulcrum for throwing themselves to

the ground. Or players who fall spectacularly after hooking a foot round an opponent's shin.

But pride of place goes once again to the subject of passive offside. A pre-Portugal video, distributed to national associations and TV companies alike, offered more than welcome clarification of how referees and their assistants were expected to interpret the offside law. But, on one of the seven examples illustrated, an overwhelming majority of coaches – not only at the round-table but at other UEFA events – beg to differ.

The tape shows a green-shirted player (no names, to protect the innocent) some five metres offside in a central attacking position. His team plays the ball wide to the right, so he is deemed not to be interfering. When his teammate crosses from the right, he is fractionally behind the ball and therefore onside. He confronts the goalkeeper in a one-on-one situation and scores.

The 'official' standpoint is that, once he has been classed as 'not interfering' in the first situation, the slate is wiped clean and the second decision cannot be influenced by the first. Dissenting voices point out that the scorer receives the cross with a defender a metre behind him and struggling manfully to catch him. In reaching the situation where he can take on the goalkeeper, he has clearly exploited the original five-metre advantage. The coaches expressed gratitude to UEFA for producing the video and clarifying the way the offside rule would be interpreted and applied in Portugal. But the last word has surely not been said...



THE NON-PLAYING COACH

ONE OF THE TALKING POINTS ATTACHED TO THE PAIR OF UEFA CLUB COMPETITION FINALS PLAYED IN MAY WAS THE RELATIVE YOUTHFULNESS OF THE FOUR TECHNICIANS. JOSÉ ANIGO, WHO LED OLYMPIQUE DE MARSEILLE INTO THE UEFA CUP FINAL AFTER FIVE MONTHS IN THE JOB, HAD JUST TURNED 43. VALENCIA CF'S RAFAEL BENÍTEZ, WHO CELEBRATES HIS BIRTHDAY A DAY AFTER THE FRENCHMAN, WAS A YEAR OLDER. A WEEK LATER, JOSÉ MOURINHO, 41, AND DIDIER DESCHAMPS, 35, WERE COMPETING FOR THE UEFA CHAMPIONS LEAGUE TROPHY IN GELSENKIRCHEN.

Following hard on the heels of Carlo Ancelotti, who was a couple of weeks short of 43 when he led AC Milan to victory in the 2003 UEFA Champions League final, there's a strong temptation to signal a 'trend' and to herald the arrival of a dynamic, successful new generation. Yet, had the UEFA Cup semi-finals gone the other way, Villarreal CF and Newcastle United would have headed for Gothenburg led by Francisco García Gómez 'Paquito', 67, and Sir Bobby Robson, 71, and we would be dedicating entire pages to the inestimable value of experience. Instead of playing the generation game, it might be more significant to point



Rafael Benítez issues instructions during a UEFA Champions League match.

out that all four technicians were coaching in their native country and that, in the last three seasons, the only 'foreigner' among the dozen finalists has been Martin O'Neill, the Irishman who has made the short trip to Scotland.

"Judging by the messages I have received from my colleagues in Spain," Rafael Benítez commented on arrival in Gothenburg, "I get the feeling that they regard me as a sort of standard-bearer. It's positive to have a Spanish coach in a European final and I'm proud to be here." In the next breath he made an interesting observation: "Not having been an elite player myself makes it an



Nestor Fabian Cannobio and Pablo Aimar in training.

even greater satisfaction to be in this final as a coach.”

As it happened, the champion coaches in Gothenburg and Gelsenkirchen were the ones who had not been champions as players. Rafael Benítez admits that those who worked their way up through the coaching ranks, like him, start with less in the credit column than the former stars whose medal collection comes, figuratively speaking, into the dressing room with him. Coaches like Benítez have to work harder to prove their point and earn respect. If we accept that playing and coaching are two different professions, is this fair?

The evident advantage is that the professional player’s career gives him or her daily opportunities to study the modus operandi of coaches and to become familiar with the mechanisms that make a dressing room tick. The non-player, who doesn’t have this learning opportunity laid at his doorstep, has to go out and look for it.

That is what this season’s champions have done. José Mourinho had the good fortune to be born into a footballing family and to have had opportunities to work alongside Sir Bobby Robson and Louis van Gaal – two diverse characters from two different generations yet two highly

influential figures in the coaching world. Even though José has developed his own personality, it doesn’t take Sherlock Holmes to detect, in his coaching ‘persona’, traces of Bobby’s passion and Louis’ straight-talking or the Dutchman’s ability to get to the root of issues with the directness and precision of a surgeon’s scalpel.

Rafael Benítez earned his coaching diploma at 29 and started alongside Vicente Del Bosque in Real Madrid’s youth divisions. Valuable but bitter-sweet experiences left him only five years ago without a job but with ambitions. He went to Italy and added input from Claudio Ranieri and Fabio Capello to the knowledge he had previously absorbed from, among others, Arrigo Sacchi, Francisco Maturana and the staff who provide the driving force behind the Ajax youth scheme. He returned to active service in the Spanish league, convinced that the foundations for success lay in top-class back-up in terms of data, analysis and physical preparation, plus a well-balanced coaching team and, above all, management and motivational skills. When Valencia appointed him in 2001 to succeed Héctor Cúper, sectors of the media were quick to point scornful fingers at the lack of playing experience on his CV and to claim that his lack of medals made him the wrong man for the job. Since then, two league titles and a UEFA Cup in three seasons have made him the most successful coach in the club’s history. As he said in Gothenburg, the battle for respect and esteem has been so tough that achieving it has signified an even greater personal satisfaction. Well done, Rafa!



**BOOMERANG INTERVIÚ,
EUROPEAN
FUTSAL CHAMPIONS.**

THE ROLL OF HONOUR

National teams

European Under-21 Championship

Italy v Serbia and Montenegro 3-0

Champion: Claudio Gentile

Runner-up: Vladimir Petrovic

European Under-17 Championship

France v Spain 2-1

Champion: Philippe Bergeroo

Runner-up: Juan Santisteban

Club competitions

UEFA Champions League

AS Monaco FC v FC Porto 0-3

Champion: José Mourinho

Runner-up: Didier Deschamps

UEFA Cup

Valencia CF v

Olympique de Marseille 2-0

Champion: Rafael Benitez

Runner-up: José Anigo

UEFA Women's Cup

Umeå IK (Sweden) v

1. FFC Frankfurt (Germany) 8-0
on aggregate

Champion: Andrée Jeglertz

Runner-up: Monika Staab

UEFA Futsal Cup

SL Benfica (Portugal) v

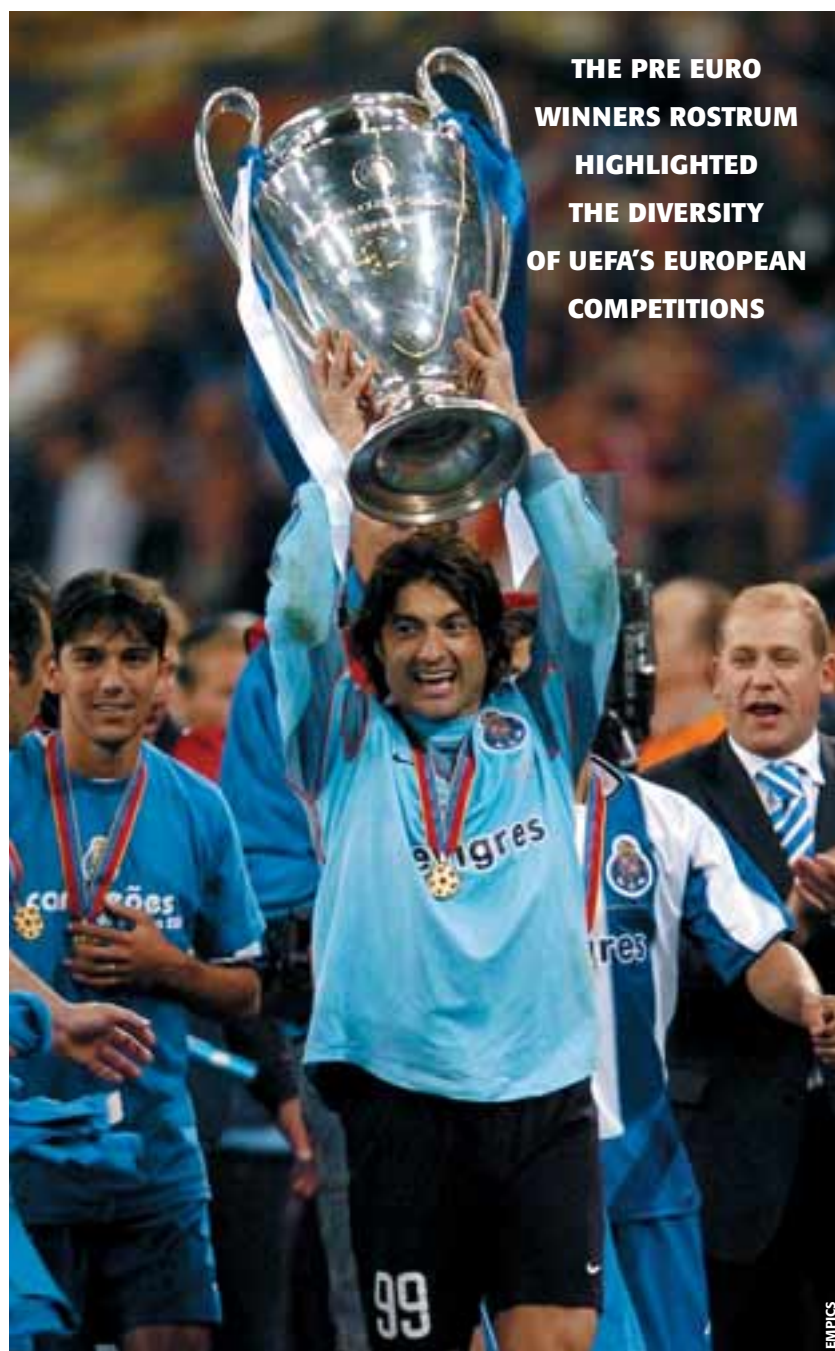
Boomerang Interviú FS (Spain) 5-7
on aggregate

Champion: Jesús Candelas Rodrigo

Runner-up: Alipio Gabriel

De Oliveira Matos

Six of



**THE PRE EURO
WINNERS ROSTRUM
HIGHLIGHTED
THE DIVERSITY
OF UEFA'S EUROPEAN
COMPETITIONS**

FC Porto goalkeeper Vitor Baia shows off the UEFA Champions League trophy.



**A WIN
FOR VALENCIA CF
AFTER TWO DEFEATS
IN THE UEFA CHAMPIONS
LEAGUE FINAL.**

AGENDA 2004

July 13 – 24
U19 Championship finals
Switzerland

July 22 – 24
UEFA Jubilee "Celebration of Youth"
Seminar • Nyon

July 28 – August 8
Women's U19
Championship finals • Finland

August 11 – 28
Olympic Football Tournament
Greece

August 27
UEFA Super Cup • Monaco

September 3
UEFA Elite Club Coaches' Forum
Nyon

September 20 – 22
UEFA Conference For European
National Coaches • Stockholm

October 18 – 22
UEFA Grassroots Course • Oslo

the Best



The fifth Under-21 title for Italy.

The UEFA Under-17 final tournament took place in France and was a qualifier for the CAF/UEFA Meridian Cup which will be held in February 2005 in Turkey. France won the final 2-1 against Spain, and both teams, along with third-placed Portugal and hosts Turkey, will represent Europe against the cream of African Under-17 youth players.

Once again, a Spanish club has won the Futsal Cup – Boomerang Interviu FS following in the footsteps of last year's champions Castellón. And there was more joy for Spain, when Valencia overcame Olympique Marseille to capture the UEFA Cup. A penalty by Vicente and a fine strike by Mista separated the teams.

In the Women's Cup, the Swedes reign supreme – Umeå IK won the title for the second year in succession by beating Frankfurt 8-0 on aggregate.

A fiercely contested Under-21 Championship final tournament came to a conclusion in Germany with Italy lifting the coveted title. And also in Germany, Jose Mourinho's FC Porto swept to a convincing 3-0 victory against Didier Deschamps' AS Monaco in the final of the new-format UEFA Champions League – Carlos Alberto, Deco and Dmitri Alenitchev produced the goals.



France celebrate their first win at Under-17 level.

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

