

THE TECHNICIAN

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of Grassroots
creates
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of Wisdom**

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**NEWSLETTER
FOR
COACHES**

**No. 27
JANUARY 2005**

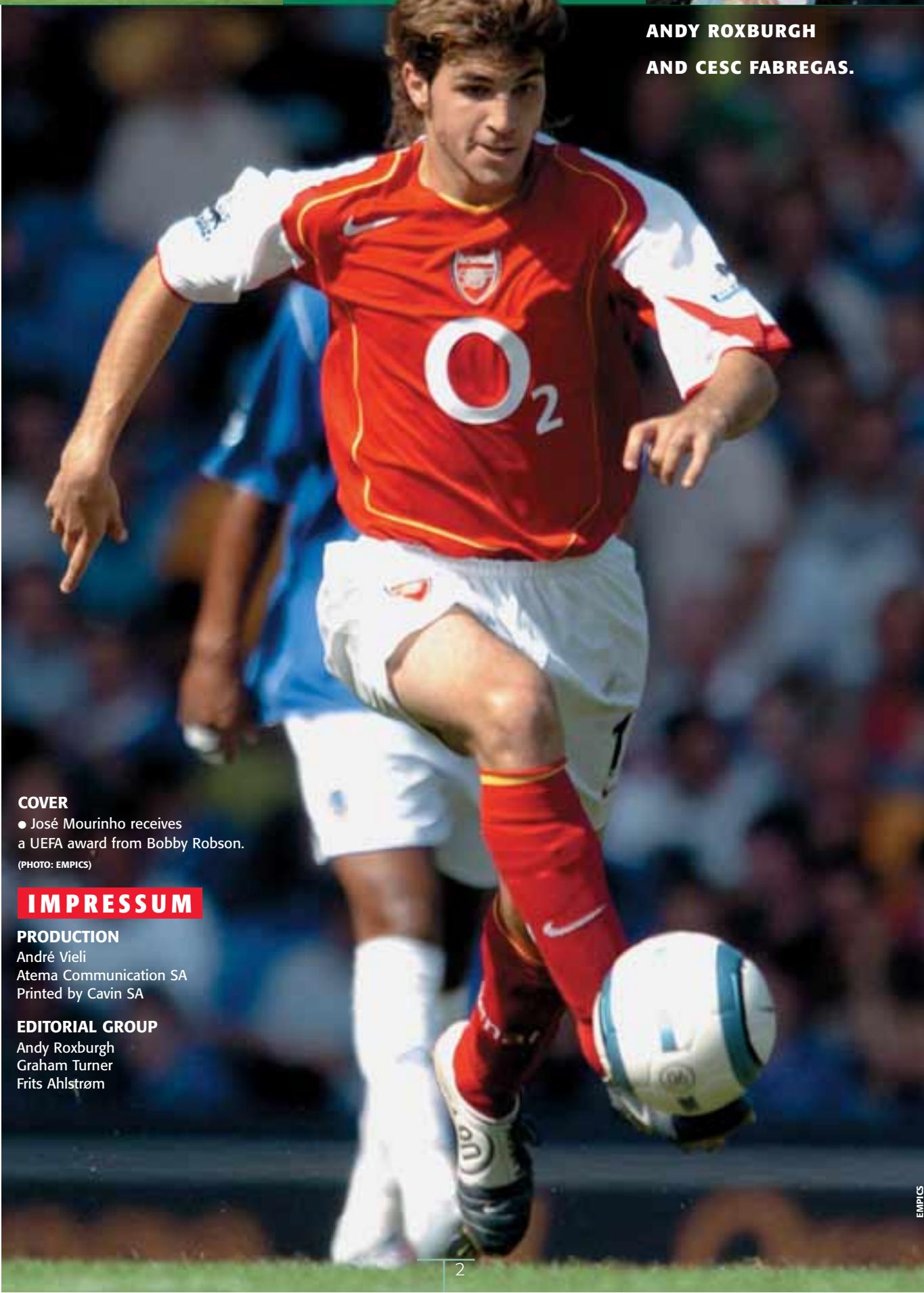




**CESC FABREGAS:
FROM THE SPANISH UNDER-17
TEAM TO ARSENAL.**



**ANDY ROXBURGH
AND CESC FABREGAS.**



COVER

- José Mourinho receives a UEFA award from Bobby Robson.

(PHOTO: EMPICS)

IMPRESSIONUM

PRODUCTION

André Vieli
Atema Communication SA
Printed by Cavin SA

EDITORIAL GROUP

Andy Roxburgh
Graham Turner
Frits Ahlström

Talent Spotting

EDITORIAL

BY ANDY ROXBURGH,
UEFA TECHNICAL DIRECTOR

During the 2003 FIFA Under-17 World Championship final in Helsinki, I saw a pass which astonished me. The precocious talent who dispatched the 50-metre diagonal ball over the head of a bewildered Brazilian defender was Spain's 16-year-old Cesc Fabregas. I can still picture in my mind the graceful way he moved and the brilliant side-volley technique which he used to strike the ball. But there was more than one great pass by the young Spaniard, because Fabregas was voted Player of the Tournament, and a professional career beckoned. After starring in the 2004 European Under-17 Championship, Cesc signed for Arsenal FC, and within three months of joining the London club he had played more than 20 first-team matches – a meteoric rise to stardom for the young man from Barcelona. But swift progress like this is not uncommon.

Many of the famous players who took part in EURO 2004 were graduates of UEFA youth competitions. Thierry Henry captained the French Under-18s to the European title in 1996 and then two years later won a FIFA World Cup winners medal. At EURO 2004, Johan Vonlanthen of Switzerland and Wayne Rooney of England became the youngest players ever to score in a European Championship final tournament. Both played in UEFA's youth competitions – Wayne at Under-17 level and Johan in the Under-19s. Cristiano Ronaldo of Portugal, Arjen Robben of the Netherlands, and Petr Cech of the Czech Republic are other recent examples of UEFA youth players who have made the transition to the highest level of club and national-team football. One day, they are boys with

potential – the next, they are men starring in the professional game.

We at UEFA are conscious of the part we play in the football education of young players. Of course, the clubs identify the talents and nurture them on a daily basis. But the national youth teams offer an international dimension – competition against the best players from other countries, a severe test of technical/tactical ability, and a life experience which can transform a youngster's view of football and life. Our aim is to provide the best environment and the best-quality football. To achieve these aims we are constantly upgrading the competitions through promotion, finance, organisation, implementation, and quality control; and we fully support the associations in their efforts to have the best players released for international duty. For the clubs and the associations, the long-term development of a player should always take precedence over short-term needs. To put it another way – when you work with youth, tomorrow is more important than today.

For a young player, the journey across the 'bridge' from youth level to the professional game can be hazardous. On the pitch, top-level football becomes more technical, more tactical, more professional, more competitive, and faster in every way. Off the pitch, there is more pressure (media), more influences (agents), more money, more demands (time), and more restraints. As Arsène Wenger says: "The speed has increased, even the speed to make money."

UEFA's youth competitions contribute in a very special way to the development of Europe's emerging talents. In 2005, UEFA will stage the Europe versus Africa Meridian Cup in Turkey, the European Under-17 Championship finals in Italy, and the European Under-19 Championship final tournament in Northern Ireland. Many of the games will be screened live on Eurosport, so keep your eyes open – you might see a wonder pass by a bright new talent, just as I did when young Cesc Fabregas produced a diagonal ball that even the Brazilians had to admire.



EMPICS

Johan Vonlanthen, another talent who has progressed from youth football to elite level, playing these days for Switzerland and PSV Eindhoven.

INTERVIEW

BY ANDY ROXBURGH,
UEFA TECHNICAL DIRECTOR



EMPICS

THE STORY OF JOSÉ MOURINHO'S SUCCESS AS A COACH, AT FC PORTO AND NOW AT CHELSEA FC, IS THE STUFF OF COMIC BOOKS AND MOVIES. BUT HIS RISE TO PROMINENCE DID NOT HAPPEN BY CHANCE – IT WAS THE RESULT OF INTELLIGENCE, BURNING DESIRE AND A COMMITMENT, OVER MANY YEARS, TO FOOTBALL EDUCATION AND TO GAINING PRACTICAL EXPERIENCE AT TOP PROFESSIONAL CLUBS.

AFTER HIS STUDIES AT A SPORTS UNIVERSITY, HE PACKED HIS BAGS AND CAME TO SCOTLAND TO ATTEND THE FA'S COACHING COURSES (AT THE TIME I WAS SCOTLAND'S NATIONAL COACH AND DIRECTOR OF THE COACHING PROGRAMME WHICH THE YOUNG, IMPRESSIONABLE JOSÉ PARTICIPATED IN).

AFTER A SPELL AS A YOUTH COACH IN PORTUGAL HE WORKED FOR MANY YEARS WITH BOBBY ROBSON AT SPORTING LISBON, FC PORTO, AND FC BARCELONA. AT THE LATTER CLUB, HE ALSO HAD FOUR YEARS AS ASSISTANT TO LOUIS VAN GAAL BEFORE EMBARKING ON A SOLO CAREER AS HEAD COACH AT UD LEIRIA. JOSÉ MOVED TO FC PORTO AS HEAD COACH IN JANUARY 2002, AND BEFORE DEPARTING IN THE SUMMER OF 2004 TO CHELSEA FC, HE HAD CAPTURED THE UEFA CUP, THE UEFA CHAMPIONS LEAGUE, TWO PORTUGUESE CHAMPIONSHIP TITLES, PLUS THE PORTUGUESE CUP AND SUPER CUP. A REMARKABLE RECORD FOR AN OUTSTANDING COACH.

HE IS THE CURRENT CLUB CHAMPION OF EUROPE – HE IS...

JOSÉ MOURINHO

1 • What motivated you to become a coach?

The biggest motivation was football, not the coaching job. Every kid who loves football wants to be a player. I thought I could be one, although maybe not a top one. At the same time my father was a coach and football was a big part of my life. I studied at the sports university and therefore it was step by step. You feel that you cannot be a top player, but you love to study football, sports science and methodology and, on reaching a certain age, you decide that you would love to coach, to be involved in football. You lose the appetite to be a player and you start to love the idea of being a coach. At this moment in time I can say I love to be a coach on the pitch. I like the direct involvement with the players, the method-

ology, the exercises, the development of ideas, analysing the game, trying to improve the players and the team. The English part of the job which links you to other areas of the club, like the Youth Academy and the work of the Board, appeals to me. I love all aspects of the job, but I got to this point step by step. I started as U-16 coach in Portugal and when I finished my studies I went to Scotland in the late 80s to join you, and your methods made me think about methodology in a different way. The way you used small-sided games to develop technical, tactical and fitness elements – a global view of training. After I came back from Scotland I felt I made a difference through my coaching work. After working in

the youth sector I joined Sporting Lisbon as assistant to Bobby Robson. The first step was to study, the next step was to develop young players and the third step was to work alongside a big coach at pro level. I repeat, the process was step by step.

2 • How did leaving Portugal for Spain affect your development as a coach?

I joined Bobby in Barcelona and this was a big motivation – new country, new culture. Then Louis van Gaal arrived and I was exposed to another style, another philosophy. While Bobby knew everything about me, I had to prove myself to Louis, to adapt to the Dutch School, to a new way of training. The Ajax School, the van Gaal way of seeing football, was a new adventure for me. After another four



ANDY ROXBURGH
PRESENTS JOSÉ MOURINHO
WITH A PHOTO OF THE
PORTUGUESE COACH
POSING BETWEEN THE TWO
EUROPEAN TROPHIES.



my mind some exercises I did with you in Scotland, but from these I tried to develop my own variations. The same with ideas from Bobby Robson and Louis van Gaal. Even when I was scouting for Bobby around the world I got ideas. I tell youngsters who are trying to follow me, "don't accept what I give you as the pure truth". I have always tried to learn, and people like Louis challenged me. During my last year at Barça, for example, I was given the responsibility of taking the team in some friendlies or cup games and Louis would monitor the way I handled things. I was prepared to take charge of a team – I had developed my know-how and my confidence. Confident yes – arrogant no. I am open to people, and my friends laugh when they read articles which label me as arrogant – they know it is not true. I am focused on my job and when I say I think we will win I am only saying what most coaches think before a match. When the players think you are strong and that you trust them, it helps them to have a good attitude.

4 • Was there one moment when you knew you were on the way to stardom?

Yes. Portugal is like Scotland. You can be a king in your own country but people outside don't recognise you and, of course, your countrymen wonder if you can be a success abroad. The important thing is to be recognised in Europe and the crucial moment for me was when we won away to Panathinaikos FC in the quarter-finals of the 2003 UEFA Cup. We had lost at home and no Portuguese team had ever earned a point in Greece. We won 2-0 and in that moment I felt I had gone from the domestic level to the European standard. Winning the final against Celtic was the second big step in my career because I then felt I was a success

years at Barça and at 34 years old, I returned to Portugal. I may have looked young, but I was prepared to become a head coach – my journey had been a long process, involving many important experiences.

3 • What was it like to come back to FC Porto as the head coach?

The first six months were incredibly difficult because the club and the team were in a very bad situation. But this period helped me to understand the club and to prepare the next season. I changed players and reorganised the

team – it was a crucial period of rebuilding. The next season was fantastic because we won the UEFA Cup and the treble in Portugal. That season prepared us for the next season because the level was not the same as in the Champions League. Confidence was high because the players were ready to face trips to Manchester or Madrid. It was a great process – this just did not happen by chance. Along the way, I have been influenced by some people, although I have never been the type to just accept the truth of others. For example, I still have in



**THERE IS
ALWAYS SOMETHING
TO SAY
TO THE TEAM.**



ACTION IMAGES

in European terms and could move to higher things.

5 • What do you emphasise in your training sessions?

I have a plan at the beginning of the season and I try not to waste any time – I concentrate on my tactical ideas for the team. I write down my ideas and give them to everyone in the club. The tactical aspects are at the core of the whole process. As I said to you before, I believe in the global method. My fitness coach, for example, works with me on the tactical systems, advising on time, distance and space. I want to develop tactical aspects of the game: how to press, when to press, transitions, ball possession, positional play. After that other things come – the physical and psychological aspects are part of the exercises. The individual work is done when we feel the players need that. Often we need to separate the players into groups depending on their condition and the amount of playing time they have had. The emphasis of the work is always tactical.

6 • How would you describe your style as a coach?

I think it has been an evolution – I am different today than I was five years

ago. When it comes to games, I am much more analytical during the first half because at half-time I need to help my team. It is difficult to communicate with the players during a top match so I don't shout too much but I do take notes, but only in the first half. The second half I can analyse at home. During the half-time team talk, I try to control my emotions and to be what the team needs me to be – this means that I can be very cool or I can be very emotional because the team needs a certain response from me. There is always a certain emotional component as well as a tactical contribution. There is always something to tell the team at half-time, but after the match not one word, because the players are not ready to be analytical at that moment. Overall, I would say that I have a flexible management style, although I am very demanding during training. I have always been lucky to have more than one pitch at my training centre, and I therefore prepare my sessions in such a way that I can jump from one situation to another with effective working time high and resting time very low. We go for quality and high intensity during short periods. Players want to work, whether it is in Portugal, England or Spain, as long as the training is well

organised and serious, and they know the purpose of the exercise.

7 • Having won the UEFA Cup and the UEFA Champions League back-to-back, what is your view of these competitions?

The 'knock-out' element of each top competition is fantastic. Every team must be prepared to play for a result away from home. With Porto I tried to play away with exactly the same mentality that we had at home. If you want to win a competition, you cannot play in a crazy way at home or try to keep the score down when you are away. In the UEFA Cup, our results with Porto were very similar home and away. When I prepared my Porto team for the Champions League, I arranged matches during the pre-season which exposed us to different systems, different approaches to the game. To win the UEFA Champions League, you need to be a very strong team but at some point you need luck, like the last-minute goal my Porto team scored against Manchester United (although I think we deserved it). After that we went on to win the cup, and I don't remember any team winning at this level without such a moment – a penalty, a late winner, etc. At the highest level there is often very little difference when the first of the group has to play the second of another group. It means nothing because the runners-up can be Bayern Munich or Real Madrid. In addition, the away goals rule in extra time kills any advantage of being the home team in the second leg. The UEFA Champions League is the ultimate club competition – even the European/South American Cup is nothing in comparison. I must say that, for me, the emotion was much greater when winning the UEFA Cup against Celtic than beating Monaco in the UEFA Champions League final because of the game of football. The match against



Lennart Johansson and Lars-Christer Olsson present José Mourinho with his UEFA Champions League winner's medal.

EMPICS

**ANDY ROXBURGH
IN CONVERSATION WITH
JOSÉ MOURINHO.
STEVIE CLARK, JOSÉ
ASSISTANT, LOOKS ON.**



**JOSÉ MOURINHO
AT WORK WITH CHELSEA,
COACHING AND
DURING A MATCH, WITH
DIDIER DROGBA.**

despite the high tempo. Also, in English football, full-backs who lack height can have problems because of the long-ball tactic employed by many teams.

11 • What tactical trends do you see at the top level of the game?

Transitions have become crucial. When the opponent is organised defensively, it is very difficult to score. The moment the opponent loses the ball can be the time to exploit the opportunity of someone being out of position. Similarly when we lose the ball we must react immediately. In training I sometimes practise keeping a minimum of five players behind the ball, so that when we lose it we can still keep a good defensive shape. The players must learn to read the game – when to press and when to return to their defensive positions. Everybody says that set plays win most games, but I think it is more about transitions.

12 • What concerns you most about football today?

On the field, the constant disruption and the wasting of time bothers me. I would like us to consider actual playing time because some people are clever at manipulating the time.

13 • How has your meteoric rise to the top affected your life style and you as a person?

Nobody knew me, and then suddenly within two seasons I am known everywhere. Of course, you live with the pressure and with the public attention. My life and that of my family has changed. It is, of course, part of the job to deal with the various demands. However, a principle for me is that I never miss a training session due to other claims on my time. I strongly believe that professional duties always come before external business requests. You will gather that, for me, football is my job but also my passion.

Celtic was dramatic until the last moment – they even sent their goalkeeper into our penalty box to attack a corner in the dying seconds. But after the dust has settled, then the UEFA Champions League title is the greatest prize. On a personal level, the night we won it was difficult because I was full of conflicting emotions, knowing that I would be leaving the team – I did not see my Porto players again until three months later when they came to Stamford Bridge in this season's UEFA Champions League competition.

8 • What was your impression of EURO 2004?

I think Greece in EURO 2004 was like Porto in the UEFA Champions League because the strength of the team and the desire to be successful were decisive. For Greece, it was a step-by-step process of gaining confidence and a victory for commitment, belief and organisation. Like everyone else I thought some top players were below par. Also, in countries where they can build around the players of one or

two clubs, like Greece, this can be an advantage. In the big countries – that is those with the money – this cannot happen because the players are spread around various clubs. I must say that Portugal, as a country, was fantastic with the organisation, and the team did well. The image of Portugal was enhanced by EURO 2004. As we are talking about national teams, I can tell you that one day I would like to be the head coach of Portugal, but not now. I would not like to retire without having been the Portuguese manager.

9 • Are there any laws, interpretations or regulations which concern you?

At Chelsea, I am frustrated because often our counter-attacks are stopped by 'technical fouls' and no yellow cards are given. Some teams are masters at this. Also, the interpretation of the offside law is very confusing and it must be very difficult for the match officials to make decisions.

10 • What are the main qualities that you look for in a player?

Once again, I take a global view. I have produced profiles for each position in terms of personality, athletic qualities, technical skills, etc. And, of course, if a player lacks speed he has no chance in today's top-level football. OK, you may get a midfield player who is quick mentally and he can still perform



**KAREN ESPELUND,
GENERAL SECRETARY OF THE
NORWEGIAN FA AND CHAIR-
WOMAN OF UEFA'S WOMEN'S
FOOTBALL COMMITTEE.**



FAST GROWTH OF GRASSROOTS CREATES CHALLENGES FOR COACHES

**THE 5TH UEFA GRASSROOTS COURSE, STAGED IN OSLO AT THE END OF OCTOBER, UNDERLINED
THE ENORMITY OF THE SUBJECT. AS THE ARTICLE IN THE DECEMBER ISSUE OF UEFA DIRECT REPORTED,
THERE WAS EMPHASIS ON RECOGNISING THE BASE OF THE FOOTBALLING PYRAMID
AS AN AREA WHERE A HEALTHY LIFESTYLE AND BASIC SOCIAL VALUES CAN BE BRED AND NURTURED.**

This led to discussion on the best ways of funding grassroots football and making the game available to as many sectors of society as possible by introducing and promoting football for various categories of disabled persons. There was also very positive feedback on UEFA's support of grassroots events staged last summer as part of the organisation's Jubilee year, along with the installation of mini-pitches in member territories – one of which was inaugurated in Norway during the course.

One might be forgiven for thinking that all this is far removed from the technician. But, of course, it is not. Reports from England indicate that holiday courses represent the largest employers of coaches. A visit to Vålerenga IF's impressive indoor pavilion emphasised that coaching the disabled requires special skills and, going back to England, one major sponsor has made an undertaking to help to train 8,000 new coaches by 2006 via community programmes. What's more, the sheer numbers of people currently enjoying youth, amateur or veteran football are a clear indication that more and more

monitors, coordinators and coaches are required. And, as trotting on to a football field doesn't automatically convert all and sundry into healthy, well-balanced members of the community, social values also need to be coached.

Hence the feeling in Oslo that there is a 'coaching curve' at grassroots level. In the youngest age brackets, the best

coaches are often the ones who know more about children than football. It is only further up the scale that the 'football knowledge' component takes on greater relevance. Coaching courses therefore need to be carefully designed and, the technicians in Oslo insisted, it should never be forgotten – no matter how much social, political or commercial underpinning can be detected – that



The "models" greet the young players.

THE GRASSROOTS FOOTBALL

AMBASSADORS TAKE TO THE FIELD.

LEFT TO RIGHT: DARIUS DZIEKANOWSKI,

HANSI MÜLLER, GABRIEL CALDERÓN,

SERGEI ALEINIKOV AND ZVONIMIR BOBAN.

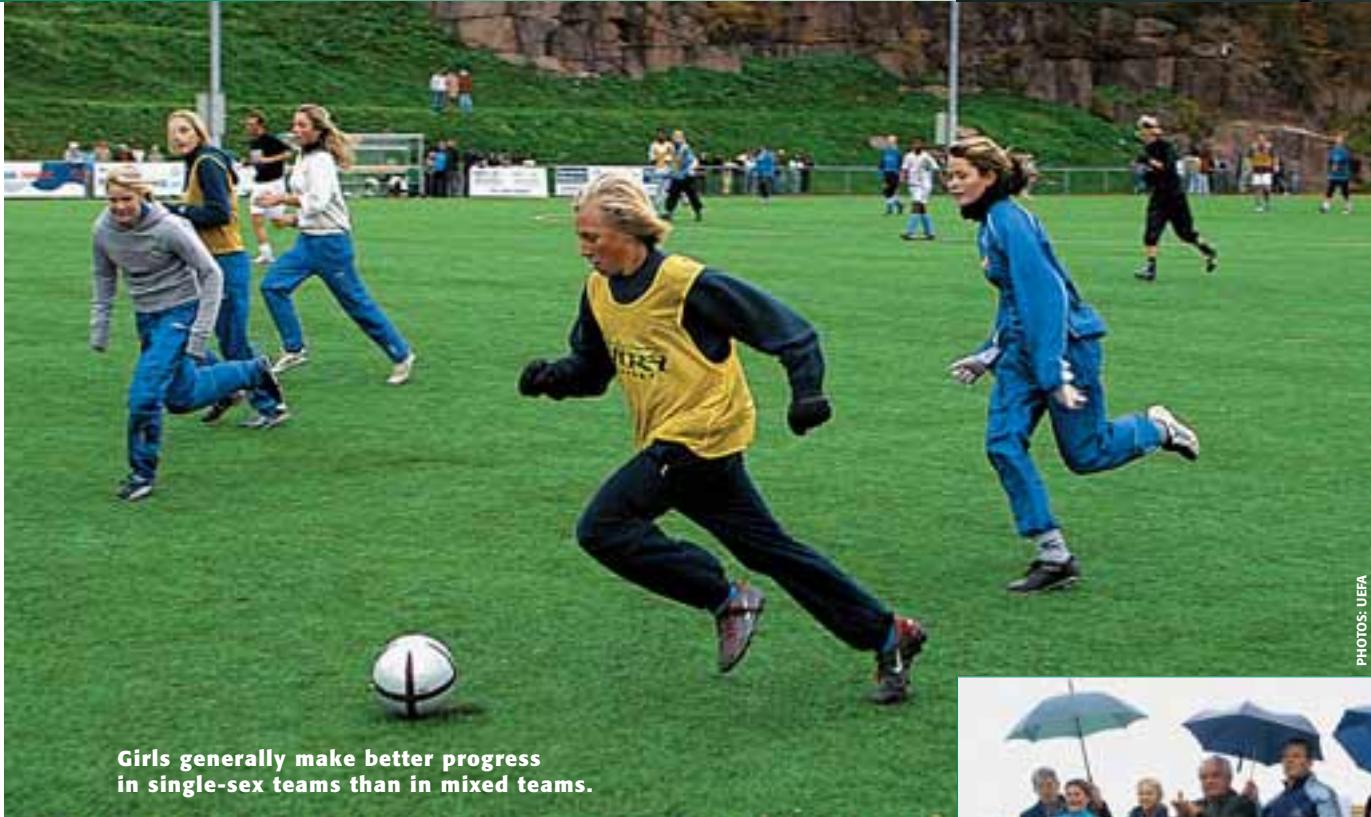
STIG OVE SANDNES,

HEAD OF THE

NORWEGIAN FA'S

AMATEUR FOOTBALL

DEPARTMENT.



Girls generally make better progress in single-sex teams than in mixed teams.

we are dealing with Football with a capital F. Specialisation, they warned, can lead to fragmentation if carried to extremes.

There was also debate about how far competitive elements should be allowed to intrude into grassroots football. The English FA, for example, channel resources into six national teams within the disability-football framework, with the view that success creates role models who can be vital for future development. In Oslo, practical sessions were so ably spearheaded by Sergei Aleinikov, Zvonimir Boban, Gabriel Calderón and Hansi Müller that there was a call for UEFA to help national associations in establishing links with top players who could play the role of ambassadors at grassroots level.

The Norwegian hosts, hailed as one of the pacesetters in grassroots development, revealed, via Stig Ove Sandnes, that they have held 1,894 courses for coaches and currently count on 23,285

male and 5,228 female coaches. In 2003, they monitored 25,719 standard skill tests at two different levels.

His colleague, Karen Espelund, urged coaches to exercise maximum discretion about the extent to which mixed teams can be productive. The risk, she stressed, is that, if they have to compete with the boys, only the toughest girls will be willing to persevere in football and the rest will drop out.

Piet Hubers explained how the coaching foundations are being laid in the Netherlands via kick-off meetings and courses at the start of each new season. A typical course consists of four three-hour meetings directed at parents who are potential youth coaches. The content is a mixture of theory and practice and each participant goes away with a package that includes basic information in book and CD ROM form. The courses are part of the job for 50 part-time regional coaches who dedicate some 20 hours a week to football and report regularly to 20 full-time district coaches.



PHOTOS: UEFA



Andy Roxburgh shelters UEFA Vice-President Per Ravn Omdal at the mini-pitch inauguration.

Other national associations admitted that they are working within different financial and operational parameters. This is why the team in Oslo asked UEFA to become the educational reference point; for educational tools to be provided via websites or DVDs; for grassroots elements to be included in coaching licences; and for UEFA to promote partnerships between the national associations who make up the European footballing family. But, above all, there was a unanimous feeling that, despite the undeniable boom in grassroots football, coaching standards must not be allowed to drop and that quality is the key to a healthy future.



THE STOCKHOLM CONFERENCE.

WORDS OF WISDOM

DURING THIS SEASON'S UEFA NATIONAL COACHES CONFERENCE IN STOCKHOLM, MANY INTERESTING VIEWS WERE EXPRESSED, SOME OF WHICH PROVOKED INTENSE DEBATE. SOME EXAMPLES:

Sven-Göran Eriksson (Head Coach of England)

"I think we should always try to have one month between the league finishing and the start of a major tournament. We need that amount of preparation. We could maybe give the players one week off, followed by three weeks of preparation. One of the reasons for us going out in the quarter-finals of the World Cup and the European Championship is that the fitness level was not good enough. If they have played 60 or 70 games

it's too much. You start to prepare them but you really don't know where to start or stop. If you work too hard, you kill them. If you work too little, it's also a problem. All countries should have one month to prepare, and I think FIFA should make a rule to take care of that. Talking about football in general, it's sad that, at a World Cup or a European Championship, you have so many stars who don't perform as well as they can. The French players – especially those in the Premier League – were tired.

"I tried to play friendly games with 11 substitutes because the problems with the clubs are mostly to do with friendly games – not the double-header qualifiers. Manchester United or Chelsea might have a game on a Sunday; then we play on the Wednesday and on the Saturday at 12.00, they might have another league or cup game. Club coaches are very worried, and I therefore thought that to change all 11 was a great idea, but FIFA took that privilege away. It was something that helped the clubs a lot and it helped me as well because I could see my 'best' team for 45 minutes and then look at other players. I think it was a pity that the idea was not accepted because it helped the clubs. The idea of playing double-headers on Friday/Saturday and Tuesday is not a problem for us and I think it would help the clubs a lot."

Marcello Lippi (Head Coach of Italy)

"We have to examine the loads being imposed on elite players and try to find ways of helping them to produce their best form at major tournaments as well as with their clubs. Technically, we saw a lot of emphasis on compact play at EURO 2004 and I think that what I call 'external' factors were very important, if not decisive. I'm referring to psy-



Sven-Göran Eriksson has a word with Michael Owen.



EMPICS/BUZZI

Marcello Lippi.

chological factors. It will be interesting to see whether last season's successes by the 'underdogs' were simply an accident, and if the top club and national sides will come back to the top.

"You have to bear in mind that the national team represents the football of the country. I mean, Italian national football is not represented by its clubs. Not by Juventus or Milan or Roma, in the same way that German football isn't really represented by FC Bayern or Dortmund or Bremen. Even less so in Spain, where there are so many foreign players in the championship. National pride and characteristics come to the fore in the national team. At a club, you can't claim that a squad that contains 17 or 18 imported players represents national identity. It's only the national team that can claim that. So far, I have to say that it has been a positive experience for me to work with an all-Italian group and to feel responsible for the national identity. It's nothing new to talk about the possibilities of conflicts between national-team and club interests and, of course, the idea is to avoid

or to minimise these conflicts. After Juventus, I have moved to the other side and I see things a bit differently. But I am already convinced that commitment to the cause is the crucial factor. If you look at the big teams who are involved in Europe and who are competing in a 20-team championship and cup competitions, you can see that they basically get one free Wednesday during the season – and that's in January. As a club coach, it's obvious what your way of thinking is when you've got Juventus v Inter on Sunday, a Champions League game on Wednesday, another league game on Saturday and a national-team friendly on the following Wednesday. You don't have to be a genius to understand why a player is tempted to wonder if he wouldn't be better staying at home to recover physically and to relax a bit. That doesn't signify that the player doesn't want to be part of the national team. It's simply a professional response to a situation where the player draws up a list of mental priorities and wants to do the best for himself as a person and as an athlete. He sometimes needs some time and space to himself. Mentally, the players are very committed. But you have to examine their needs. If you have players coming through from the Under-21s, they will need to gain international experience at senior level by playing friendlies. But the same doesn't apply to the top stars.

"If a player reaches 30 and says he no longer wants to play in the national team, I think that's a great mistake. A great example is Zinedine Zidane, who was one of my most important players at Juventus. I can understand that players sometimes get exasperated because people always want – or even demand – more from them, to the extent that they no longer have time for their family. On the other hand, football in the country shouldn't be deprived of talent just because a player has reached the age of 30. Maybe we

ANDY ROXBURGH MAKES A PRESENTATION ABOUT EURO 2004.



need a new approach from the coaches, whereby the players don't take part in every game. It means redefining the role of each player so that we don't have cases of top players dropping out."

Köbi Kuhn (Head Coach of Switzerland)

"I've worked for six years in youth football for the Swiss FA and I know all the young players. I took about seven players from the Under-21s



Köbi Kuhn.

into our squad for EURO 2004 with a view to the future, of course. But you also have to think about more immediate success. So we sat down with the FA and with club officials and tried to devise a strategy for bringing through young talent. Being able to bring through six or seven players gives us quite a lot of confidence. I think that a large part of this young



**SOME FAMOUS COACHES
TAKE PART IN THE QUESTION-
AND-ANSWER SESSION.**

ÍÑAKI SÁEZ.

team will still be with us at EURO 2008 and will give us a chance to do something for the reputation of Swiss football."

**Luiz Felipe Scolari
(Head coach of Portugal)**

"In the World Cup there are big differences in standards and personality between the competing teams, whereas a European Championship is contested by sides of a similar level. We have equality in Europe. We sometimes encounter teams at the World Cup who can be beaten with relative ease. However, coaching in the European Championship is much more difficult, especially when you take into account the cultural elements.

"It is the Brazilian culture not to put players on the posts at corners against. If we put two players on the goal-line, we don't have enough up the field. This is important because we want to counter-attack and we always try to have three players up front. The other team is usually attacking with three or four and has three or four at the back,

plus the keeper. We regard a corner for the opposition as an excellent occasion for a counter-attack. We have a culture in Brazil and we don't necessarily do what they do in Europe or in Portugal. OK, Greece scored in the EURO 2004 final and we had no one on the near post. It can happen. And it can happen again. I prefer to have people covering the short corner and defenders to cover the far-post corner – not to have people standing in the goal.

"At EURO 2004 Greece had certain qualities that the others didn't have and Otto was a great winner. He deserves our applause because he assessed his players perfectly and got 100% out of his players' qualities. He deserved to be the champion because in Portugal we obviously fell a bit short of getting 100% out of the team. In Portugal, we have a small problem with the young players. It's important to know who is capable of delivering the decisive pass. If you score a goal, it's OK. But, to score a goal, you usually need a

decisive pass and the player capable of making it is sometimes more important than the player who can score goals. So this is something that we're trying to instil in the minds of our young players. We have to convince them that the game is about scoring goals, not just about producing beautiful manoeuvres. We have to go for goal. Beautiful football is fantastic if it can be married to results. But results count and no one can criticise a winner. The team that won had a number of favourable factors that other teams just didn't have or didn't have enough of."

**Íñaki Sáez (Head Coach of Spain
at EURO 2004)**

"The pressure is higher with the national team. Basically, the media are not interested in Under-21 football. It means you can work at ease – and I find it very enjoyable to work with the youngsters. Suddenly you move up to the senior team and you are in the limelight. You have to perform all the time. Then you appreciate that in the younger teams you have the best possible working conditions and can get on with developing the best young talent and groups of players who are motivated and eager to learn and to progress. Once you're at the top, everything changes – for the coach and the players. Spain must look closely at this if we want to improve in the future. We must try to create an environment where the coach and the players can get on with the job in a calm way. We're talking about a country that has competed in seventeen finals in lower age groups and has won ten of them. This means that we have good players coming through and the challenge is to make them successful at the top level. That is the area we have to study and to improve."

"We have a certain number of endemic problems in Spain. We are



Luiz Felipe Scolari instructs his playmaker Deco.

EMPICS



one of the importing countries and, amazingly, the imported players have usually been given preference over the home-grown ones because the clubs were unwilling to invest in or rely on home-grown talent. The situation is changing because money is running short and teams like Sevilla are leading a trend back towards home-grown players. This is going to be an advantage because, in the past, the youngsters who have won titles for Spain in age-limit tournaments have not been able to get much regular first-team football with their clubs. If this changes and the younger players can get more experience in league football, we might be able to bridge that gap between success at Under-21 and senior levels."

Otto Rehhagel (Head Coach of Greece)

"People keep reminding me of the comment I made about being a 'democratic dictator'. I tried to instil some pride into the players and I made some fundamental changes. I know that you want the directors, the sponsors, the media and so on to be happy, but the essential thing is to follow your own path. You have to be prepared to take decisions that are not always welcomed by everybody. Winning the EURO qualifying matches meant that there were more and more decisions to be taken and it was important to be convinced

OTTO REHHAGEL.

that we were on the right path. Sometimes, as a coach, your instinct is to try to please everybody. But you can't. Let's face it, if you have 100,000 people in a stadium, the only one who knows nothing is the coach. So it's vital to take decisions and base them on facts that are plausible and acceptable. Some of the teams in Portugal seemed to have an army of people with them. But there were only two of us – my assistant coach and myself. The number of officials was kept to an absolute minimum and I made it clear to the players that, no matter how much we discussed certain subjects, I would have the final word.

"You need good fortune. You can't blame Sven-Göran Eriksson if a penalty is missed by David Beckham – a player who can shoot out the eye of an ant from 200 metres. But you have to lay the foundations by getting working conditions that are as near perfect as possible. You can get political pressures – people telling you to pick players from certain clubs or certain regions. So you have to be strong. Sometimes I saw the players smile because I had taken a decision that was 'politically impossible'. When you go to a tournament you have ideas, visions and plans. But things can work out in a different way.

"EURO 2004 was an excellent tournament with a high level. But there was



also a high level of Fair Play. I would cite the example of the way the Portuguese reacted to their defeat in the final. Scolari! What a great man! I think there was a tremendous spirit of fairness. As for the negative aspects, I would look beyond the time-frame of EURO. During the tournament in Portugal, Dick Advocaat was being heavily criticised in Holland by players and even coaches – so much so, that he left the Coaches Association. If I have to talk about a fellow coach, I prefer to keep my mouth shut unless I can find something positive to say. I find it difficult to swallow that coaches will criticise a colleague in a destructive manner via TV. Coaches are lonely. We're lonesome cowboys and, when we're successful, we're surrounded by a bunch of friends. When we start losing, they're gone. Please be fair to colleagues and never criticise the way a colleague is working. We need to assist each other."

KEY QUESTIONS

What do you think?

- a) Should a red card be issued for a so-called professional foul in the penalty box (i.e. the infringement is caused by the last defender), or should the referee have the option of giving a yellow card?
- b) Beautiful football is of no value unless it is linked to results?
- c) Should the teams have at least four weeks free for recovery and preparation before the World Cup or European Championship?
- d) What can be done to keep the star players, like Zidane, playing for the national team after they reach the age of 30?



**MIRCEA RADULESCU,
ROMANIA'S COACH
EDUCATION DIRECTOR.**

**ROY MILLAR,
HEAD OF COACH EDUCATION
IN NORTHERN IRELAND.**

Coach qualifications **The development of UEFA's Convention**

**ON 17 JANUARY 1998, THE "UEFA CONVENTION ON THE MUTUAL RECOGNITION
OF COACHING QUALIFICATIONS" WAS RATIFIED IN GHENT BY SIX COUNTRIES REGARDED AS LEADERS
IN COACH EDUCATION AT THE TIME, NAMELY, DENMARK, FRANCE, GERMANY,
ITALY, THE NETHERLANDS, AND SPAIN.**

Numerous other countries have since signed up to the Convention, which is based on a three-level training course: the B licence, requiring at least 120 hours of tuition, the A licence, also requiring at least 120 hours of tuition, and the Pro licence, comprising at least 240 instruction units. The B licence allows the holder to coach youngsters and adults at the lower levels of amateur football, while the A licence covers the highest levels of youth and adult amateur football, and semi-professional football, and the Pro licence is essential for anyone wanting to work in professional football.

Following ratification in December by Northern Ireland, Romania and Ukraine at Pro level, and by Albania and Moldova at B level, over 143,000 coaches from all over Europe are now covered by the Convention at one level or another. So far, 38 of UEFA's 52 UEFA member associations have signed the Convention, including 24 as full members. Full membership (B, A and Pro levels) is not the only option available; an association may be admitted as a limited member and given the possibility to gradually develop its coach education system while already being accepted into the Convention in a partial capacity.

Currently, the applications of 19 national associations are being processed. Their training courses are being evaluated on the spot and they are being encouraged to develop coach education schemes that meet UEFA's criteria. Their efforts are supported by members of the Jira Panel, which meets several times a year to steer the development of the training schemes, discuss training structures and content, and to decide on applications from candidate associations.

Next year, the signatories to the Convention will be re-evaluated for the first time, in accordance with the Executive Committee's decision to ensure continuous quality control of the national coach education schemes and thus to reinforce the credibility of the Convention. Thereafter, their membership will be reassessed every three years.

The Convention's declared aim is to upgrade coach education within the national associations. To this end, minimum criteria have been defined for the three training levels (B, A and Pro). If it meets these criteria, any UEFA member association can accede to the Convention. However, the standardisation of the minimum criteria should not result in a loss of national identity;

on the contrary, variety in styles of play represents the very essence of the game and should certainly not be sacrificed. In addition to the mandatory criteria, each association can integrate its own ideas into its coach education scheme.

At the same time, the Convention is intended to protect the coaching profession and smooth the way for the free movement of qualified coaches within Europe, in harmony with European legislation. UEFA collects educational material from individual associations and shares it with the other associations.

The Convention also reflects the desire to persuade the associations to make coaching licences compulsory. All teams – and professional teams in particular – should employ only coaches who have undergone coach education and hold an appropriate licence. This is not yet the case in all UEFA member associations. Such steps will take on particular significance in connection with the introduction of the UEFA club licensing scheme, in which coach qualifications are clearly defined and constitute an absolute requirement.

Frank Ludolph



TRAINING

High-tempo passing movements

PAR CARLOS QUEIROZ

Assistant Manager of Manchester United FC



Aim

- High-tempo possession play, with forward runs and switching of play

Numbers

- 8 v 8 or 9 v 9

Duration

- 6-minute units (x 3 – depending on intensity required)

Rules

- Two-touch (can also be played as an 'all-in' game)
- A goal is scored when the ball is first passed through one of the corner goals, is controlled by another member of the attacking team, and is passed successfully to a team-mate (i.e. a goal is scored on the completion of a three-man passing movement, with the first pass in the sequence going through the goal).

Coaching

- Emphasis on reading the game, supporting runs from behind the ball, switching play, and maintaining high-tempo passing movements.



AGENDA 2005

January 27

UEFA Disabled Football Panel
Nyon

February 4-11

UEFA/CAF Meridian Cup
(U-17 tournament) • Turkey

February 9

Meridian Gala Match
(Turkey v Tunisia)

February 14-20

European Futsal Championship
Final Tournament
Czech Republic

February 22-23

UEFA Champions League
4th Round (1st leg)

March 8-9

UEFA Champions League
4th Round (2nd leg)

UEFA
Route de Genève 46
CH-1260 Nyon
Suisse
Téléphone +41 22 994 44 44
Télifax +41 22 994 37 34
uefa.com

Union des associations
européennes de football

