

The influence of overseas coaching and  
management on the occupational  
subculture of English professional football

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## Abstract

As an area of academic and popular interest it is generally acknowledged that migrant British players and coaches were instrumental in football's global diffusion and that different technical and tactical emphases developed according to particular geographical locations and cultural milieu. As the twentieth century unfolded the trend reversed with increased inward flows of elite foreign playing and coaching labour into the upper tiers of UK football, challenging the distinctive and erstwhile dominant occupational culture of the English game. This study examines this process of sub-cultural adaptation. It is principally concerned with critical evaluation of the dynamics of occupational culture modification and any resultant tensions evidenced between expatriate and indigenous coaching talent and other interest groups operating within the higher echelons of English professional football.

Owing to issues associated with access, the occupational subculture of elite level football is impenetrable to most researchers. Previous employment in professional football allowed this author to overcome such impediments, permitting access to a range of high status national and international players and coaches affected and affected by occupational sub-cultural change (n=25). This enabled the deployment of a distinctive ethnographic paradigm combining insider knowledge and grounded experience with academic orthodoxy. The ensuing study is built upon critical analysis of rich data collected in semi-structured interviews, adding a fresh dimension to understanding the impact of globalisation on top tier professional English football.

While the findings confirmed and reinforced the established pattern of increasingly globalised specialist labour mobility, circulatory migration career patterns were also identified suggesting employability potential may be enhanced through experience of working across a range of distinctive host football and cultural environments.

Qualitative data analysis indicated the opinion of indigenous coaching talent on the impact of this foreign influx polarised. Although many native coaches demonstrated an enlightened standpoint, adopting innovative practices introduced by non-indigenous talent, these views were counter-balanced by evidence of a myopic arrogance bordering on xenophobic resistance to change in what now has to be considered the global rather than the „English“ game.

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## **Declaration**

I declare that the research contained in this thesis, unless otherwise formally stated within the text, is the original work of the author. The thesis has not been previously submitted to this or any other university for a degree, and does not incorporate any material already submitted for a degree.

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## **Chapter One**

### **Introduction: Moving goal posts?**



## **Introduction: Moving goal posts?**

Doctoral interest in the occupational culture of professional football is the result of a journey that originated on appointment as youth team coach and director of youth football with a *Premier League* club. Membership of the close-knit coaching community permitted the researcher to consistently sit on the first team bench witnessing Football Association (FA) cup, community shield, league championship and European trophy victories in what proved to be the most successful decade in the club's history. The opportunity to watch and work with established and international players on a daily basis provided a powerful insight into a hidden world few are privileged to penetrate.

Coaching at a top-tier football club also prompted the establishment of a network of acquaintances and, more importantly, trust in a fellow member of an exclusive subset. This obvious advantage crystallised a personal and professional desire to add a distinctive perspective to existing football-related study through evaluation of a growing foreign coaching presence.

### **1.1 Research context**

Immigration is high on many social agendas. Research conducted by the quasi-government Institute for Public Policy Research (IPPR) suggests ten million immigrants will enter the UK job market over the course of the next twenty years and that „many groups of migrants are now increasingly mobile...coming to the United Kingdom (UK) to study and work, then moving on“ (Kirkup, 2009: 4). These findings resonate strongly with migration patterns of contemporary sporting labour especially elite level foreign players and coaches who display a tendency to stay in a host football culture for relatively short contractual periods.

To secure the services of high quality personnel increasing numbers of English football clubs, along with their European counterparts, are widening their talent search for players to previously untapped pools. As a result South American, Asian and African footballers are featuring more prominently on team sheets than at any other time in the history of English football as the trawl for the best, and relatively cheaper, players assumes truly global proportions (Magee and Sugden, 2002; Darby,

Akandes and Kirwin, 2007; Giulianotti and Robertson, 2009). Largely through the „Bosman“ ruling sanctioned by European Union (EU) employment law, what started as a trickle of foreign players (i.e. Non-United Kingdom) migrating into British football talent pools has now become a major component of the contemporary game (Parrish and McCardle, 2004). Although growing numbers of non-indigenous players, administrators and owners are helping to „normalise“ a foreign presence in top tier English football, perhaps a major challenge to the previously acknowledged supremacy of the English game is the influence of an increasing number of foreign coaches operating in the *Premier* and *n-Power* leagues.

Exploring the effectiveness of preparation for expatriate employment Luthans and Farner (2002: 780) affirm

...the complex and ever-changing world of international management requires not only cross-cultural awareness and sensitivity, but also the ability to change, develop and improve on the job performance.

Their argument outlines a perceived desirability for relocated managers to both acknowledge indigenous difference and adjust particular working practices according to the cultural context they move to. These premises can also be applied to migrant football coaching talent who, in accepting expatriate employment, may recognise difference in football conceptions and modify their preferred player and team preparation practices or, conversely, modify existing approaches through implementation of their own. As a result the appointment of coaches is almost invariably crisis contingent since they are usually recruited on the basis of potential modification they are able to make to established but failing occupational cultures. In essence, ability (and agency) to modify is part of the job specification where the margin between winning and losing often rests on players“ and their team“s technical and tactical distinctiveness. Hence this research is about practice at the „grassface“ of elite level football where team and player preparation usually defines success or failure.

Despite some tangential work (Bourke, 2002; Hayes, Ortelli and Rivoire, 2002; Harris, 2006; Roderick, 2006), to date, there is little examination of the *impact* of

migratory coaching talent on host cultures, especially those found in elite English professional football. In addition, whilst it may be argued that much globalisation literature leans towards predominantly cultural or economic emphases less has been written on the influence of career-contingent migratory sporting labour on the *dynamics* of particular occupational sub-culture and organisational change. However, critical examination and evaluation of any real or perceived influence of foreign coaches on this particular occupational subculture requires a distinctive research standpoint.

## **1.2 Research motivation and rationale**

The research area is one that attracts widespread public interest yet, like the foci of investigative journalism, presents boundaries and barriers to a range of interest groups. Takahashi and Horne (2006: 80) argue a key shortcoming in „sport migration literature is methodological – the data used in analyses have often been derived, somewhat uncritically, from the print or other mass media.“ There is, it seems, an almost irresistible temptation to simply regurgitate, critique or re-focus existing literature in order to tentatively shift theoretical parameters. Finn and Guilianotti (2000: 27) suggest that studies seeking to accurately reflect stages of football development must embellish the social situation they occur in and „should follow from fieldwork carried out in the host context“. Arguing passionately for the generation of „new“ knowledge, Maguire (1994: 216) contends this involves „going native“ rather than being a detached observer if new research is to be distinctive from the reinvented or surface level material presented in many studies. In effect he is asking researchers to put their method where their mouth is. The methodological imperatives adopted in this study go beyond the pronouncements of reported and interpretative secondary or fringe sources by interrogating the perceptions of high status actors directly involved in top-level English professional football.

Employing a unique blend of „insider“ ethnographic and empirical research this thesis critically examines the transformation of elite club football in England within the context of changing social and economic climates. In essence the study is a biography – a biography of the game of football subjected to the same changes experienced by most aspects of society. In addition to gaining access to high level participants, insider

status enables investigation based on biographic interest whilst experiential knowledge permits deeper probing of perceptions ingrained within the English game. Critique of ethnographic research usually distils down to interpretation of others' perspectives on the basis of limited, authoritative knowledge of the cultural context under investigation (Flick, 2009). For example, some researchers may claim „inner views“ on a range of football-related topics (see for example Kelly, 1999; Darby, 2003; Williams, 2003; Carlin, 2004 and Harris, 2003, 2006) but it is debatable if these perceptions are truly informed by first hand knowledge and experience gained over a long period prior to investigation. This research differs. In common with those agents and structures examined the researcher experienced similar occupational socialisation and enculturation processes that help construct particular beliefs, attitudes and values. This informed insight enables both a solid foundation on which to base deeper examination whilst providing a means of accessing and analysing rich data sources.

Hence motivation for this research project, inexorably bound with methodological paradigms, is not „flattery or betrayal“ (Tomlinson, 1995: 245), nor is it concerned with muckraking seeking to abuse familiarity or tarnish the reputation of participants. It is a personally and professionally driven desire afforded by an insider paradigm to open a closed microcosm for objective academic exploration. Rather than the researcher becoming totally „immersed“ in a particular cultural context to gain structural insight into how macro phenomena are played out at the micro level, this study utilises a distinctive combination of insider knowledge, personal experience and academic orthodoxy. It is argued this research platform enables examination of sub-cultural activity within an organisational and particular occupational context from a distinctive standpoint. Supporting such an approach Sears argues:

The power of qualitative data lies not in the number of people interviewed but in the researcher's ability to know well a few people in their cultural contexts. The test of qualitative inquiry is not the unearthing of a seemingly endless multitude of unique individuals but illuminating the lives of a few well-chosen individuals (cited in Faulkner and Sparkes, 1999: 148).

Furthermore, in the spirit of investigative research the study responds to Maguire's (2004) challenge by critically analysing rather than describing collected data. In doing so it adds a different dimension to the impact of a global phenomenon on the

academically neglected organisational and occupational sub-cultural context of professional club football in England.

Underpinning research into this particular aspect of the football: socio-cultural interface was analysis of a secretive sub-cultural world that resents, resists and even refuses entry to anyone other than members. Gaining access to closed such sub-cultural communities is, as Tomlinson (1999:120) suggests

...no easy task...football clubs are jealously guarded worlds. Like governments, clubs are interested in good publicity or no publicity at all. They are, therefore, quite suspicious of social researchers, and of press and broadcasting journalists whose interests lie in anything other than straight reports or novelty items.

Throughout its turbulent evolution the parallel universe of elite level professional football has repeatedly closed ranks on perceived threats from outside its guarded, inner world. Investigative journalistic attention on Ryan Gigg's marital indiscretions has done little to allay insider fear of sensationalist or exposé reportage of members' activities. On a deeper, substantive level the highly achievement-driven nature of competition between clubs coveting success and its allied financial and prestige benefits, places primary importance on protecting and preserving proven „trade secrets“ from outside scrutiny and potential negation by rival teams.

Accordingly, occupational subculture membership is earned through a „rites de passage“ process conferred over a period of time where trust is accumulated in layers. From a player's perspective this occurs on two levels. Firstly, although values and beliefs may vary across clubs, consistent engagement in (and therefore implicit approval of) particular behaviours, language protocols and group activities validates an individual's status. Secondly, coaches usually place increasing responsibility on players for concomitantly rising performance levels. Those responding positively are rewarded with continued selection and possible contract improvement whilst, conversely, any inability or perceived lack of endeavour results in de-selection, ostracism and, ultimately, transfer.

From a coaching sub-cultural standpoint most managers usually appoint trusted lieutenants who have consistently displayed deference, integrity and loyalty over a period of time. As with players, required personal traits are effectively drip-fed to

potential or novice sub-cultural members who must pass a series of „tests“ to demonstrate reliability and, more importantly, their worthiness. For example, irrespective of background, a young coach may be asked to review a player the club is interested in signing. Ostensibly this is a test of his judgement. However, the player will almost certainly have been scouted by a number of senior club officials. If the novice’s subjective observations do not synchronise, his ability to determine players’ qualities is immediately questioned. Should opinions match, progress towards peer acceptance and full membership becomes one step closer. In addition, real or hypothetical recruitment targets may be discussed in the presence of a new coach. If any media leaks occur question marks over his capacity to maintain confidentiality are raised resulting in exclusion from subsequent meetings. Other „tests“ include analysing impending opponents to identify tactical strengths and potential areas of vulnerability. Again, as the team will have already been notationally analysed the object of the exercise is essentially one of corroboration or, ideally, the identification of an issue others may have missed. Either way the aspiring member’s suitability is being evaluated alongside his professional judgement.

In effect, the transformation from outsider to insider is a form of graduation, something that is earned rather than simply accorded. Admittedly, former players usually start further along the graduation continuum but trust is secured on a personalised, meritocratic basis and if maintained, continued membership potential in the coaching fraternity is enhanced. Some see this an obvious manifestation of „jobs for the boys“ accusations that often accompany the appointment of trusted aides (Green, 2002: 103). Conversely abuse or exploitation of this sacrosanct trust is usually regarded as an act of betrayal that often reverberates around the subculture reducing the likelihood of re-employment elsewhere. Of course coaching ability remains paramount but this partly explains the existence of a managerial „merry-go-round“ whereby coaches and their assistants move regularly between clubs.

Overall, this thesis concerns enhanced understanding of a particular subculture through critical examination and evaluation. Exposé or betrayal of participants’ trust was never considered and rendering of potentially damaging material was resisted. However, in response to Sugden and Tomlinson’s (2005) aspirations of wider public access to sociological investigation communicated in plain rather than convoluted

English the research also has a disclosure predication. Mindful of what they consider sociology's „fourth estate“ role (Ibid), this study is founded on objective epistemological integrity tempered against personal, professional and academic desire to penetrate the game's media façade by opening closed training ground doors.

### **1.3 Football as a medium of sociological enquiry**

Much excellent work has been conducted in the field of football-related study ranging from the game's well-documented social history (Walvin, 1975; Wagg, 1984; Birley, 1993; Russell, 1997; Taylor, 2008), through examination of football's fluctuating economic strength (Miller and Redhead, 1994; Giulianotti, 2000) to the subsequent non-linear, oscillatory migration of players (Lanfranchi and Taylor, 2001; Harris, 2003, 2006). Analyses of the cultural habitat of the game (Wagg, 1995; Finn and Giulianotti, 2000), and the way in which it is consumed by the media (Maguire, 1999; King, 1998 and 2002) also provide strong indications of football's increasing academic viability.

Of particular interest to this study is the sociological exploration of intra and international sports labour migration that owes much to the pioneering work of Bale (1991) and Bale and Maguire (1994a). Notwithstanding Giulianotti's (2000:xi) insistence that „no other form of popular culture engenders football's huge and participatory passion among its devotees“, the game's diffusion (whilst uneven and sporadic at times) is closely bound to both increased human mobility and host culture receptivity. Sports historians and sociologists alike have eagerly accepted Bale and Maguire's (op. cit.) challenge for further research into the impact of player movement on host and donor nations. As a result a substantial amount of academic investigation has been conducted on several related themes each using a particular sport as principal foci (for example Klein, 1994, Williams, 1994; Bale and Sang, 1996; Lanfranchi and Taylor, 2001; Obel, 2001; Magee and Sugden, 2002; Takahashi and Horne, 2006; Giulianotti and Robertson, 2009). However, to date, little academic attention has been paid to the impact of mobile coaching talent on the sub-cultural/organisational interface at high status football clubs.

Regardless of nationality, elite labour in a number of occupational sub-cultures is considered a highly desirable form of human capital and many organisations are adopting increasingly enterprising recruitment and retention strategies. Itinerant elite workers are often perceived as sources of potentially fresh perspectives and distinctive functional conventions bridging both host and donor country cultural practices (Wenger, 2000). Accordingly the aggressive intra- and international recruitment of people with expert knowledge and skills is an important aspect of organisational strategy seeking advantageous distinctiveness over rival enterprises (Williams, 2007). Highly attuned headhunting tactics have also been identified by Mahroum (2001: 27) who contends that with „certain sets of skills and competences being so specialized, or in short supply, they are being sourced on a global basis.“

In many ways football was at the vanguard since many European clubs moved beyond acquiring native talent, recruiting non-indigenous coaches and managers on a pan-European and increasingly global scale (Hayes, Ortelli and Rivoire, 2002; Harris, 2003, 2006). Real Madrid can be considered pioneers of policies predicated on ability rather than nationality and the employment of stellar playing and coaching talent - *galacticos* - remains a feature of the clubs perennial quest for sustained, unilateral football supremacy (Ball, 2002: 77).

To date the recruitment of non-indigenous coaches by English clubs is less well developed compared to many continental teams, although decisions concerning their retention or replacement are founded on the same high expectancy, performance-based outcomes imposed by their European counterparts. Clearly technical and tactical ability is a key success driver, however cultural differences may make assimilation problematic especially when coupled with structural framings that impact on coaches' capacity to introduce particular, often signifying team and player preparation practices.

Whilst it may be possible to accurately reason that dominant interest groups have imposed their ideological visions on others in a particular cultural setting at a particular point in time, it is less accurate to infer this will inevitably always be the case. Investigation of the interplay between structures and resistance and agency and modification in contemporary football-related culture, framed in historical and



contemporary contexts, represents a valuable addition to the existing corpus of knowledge. In addition, evaluation of the distinction between established indigenous preparatory orthodoxies, and the innovative practices introduced by expatriate coaching talent enable critique of the dynamics of occupational culture change. Furthermore, analysis of the dynamics and tensions between innovation and tradition also requires evaluation of the ways in which transformers and those threatened or affected by change perceive cultural modification.

#### **1.4 Research questions:**

Contextualised within top-tier English professional football, this study aims to critically evaluate the influence of overseas coaching and management on the occupational subculture found within top-tier professional football. Accordingly the following research questions will be addressed through examination of:

1. The socio-historic migration trends of coaching and management talent.
2. Migration patterns of coaching and management talent.
3. The salient features of occupational culture in professional football club management.
4. The working practices of non-indigenous coaches and managers.
5. Coach/manager education and preparation
6. The perceptions of overseas coaches and managers working in English professional football.
7. The perceptions of indigenous coaching/management talent of their foreign counterparts.

#### **1.5 Presentation of chapters**

Early chapters introduce the research area and locate and critically review the theoretical framings of the study within existing literature. The relative insecurity of football related employment demanded almost immediate fieldwork engagement, as targeted participants were likely to fall foul of the game's most vital coaching attribute – success. Hence, the information gathered is presented in a progressive way that allows the thesis to unfold in relation to key theoretical considerations. This structure facilitates the establishment of firm conceptual foundations in the first part of the thesis that are re-examined and re-evaluated against new data presented in the second part of the study. Overall, it is felt this approach enables the research to both critically synthesise and re-conceptualise as discussion and conclusions juxtapose primary data inferences against conceptual tenets.

## 1.6 Summary

From widespread English apathy towards the game's evolution the latter part of twentieth century domestic football was a period of cosmopolitanism as more clubs looked for a fresh, different impetus in the perennial quest for success and its concomitant financial and prestigious rewards. Given the incremental rise in foreign coaches plying their trade in English football the ubiquitous hyperbole that British is best is contrasted against perceptions that foreign must be better. Hence the importance of this research is critical examination and evaluation of the dynamics of occupational culture modification. Also explored is the real or perceived existence of tensions between expatriate and indigenous coaching talent and other interest groups within elite level English football affecting the ability to operate in a different cultural context. Through critical examination of indigenous receptivity towards team and player preparation practices emanating from other football nations this thesis explores whether indifference, irreverence or jingoistic traditionalism is evident in contemporary English football or if those involved are open to innovation.

In common with most qualitative research potential for subjective interpretation of data and vulnerability to contestation and critique has to be acknowledged. However, it is argued that if total neutrality existed in social processes there would be no reason to question or even research social „reality“. It is a central belief that critical insider status adds both validity and strength to the thesis. Moreover, interpretation of data, based on theoretical underpinnings and objective, experiential understanding rather than value judgement founded on biography and personal ideology or subjective misconception, facilitates establishment of a new database.

Any investigative, insider research conducted on football has to be compared with Hunter Davies' (1973) seminal study *'The Glory Game'* which tells „the story about one year in the life of the club“ (1973: 8). Although his residency at Tottenham Hotspur during 1971-1972 season exposed training regimes to public scrutiny it was his reportage of the schism between players and coaching staff that laid bare romanticised myths associated with the glamour and glory outsiders often associate with professional football. Defending what he openly acknowledges as narrative rather than critical analysis he maintains that the work provided

... a glimpse of the real world of football. Not the whole truth of course, but there were no lies, no public relations gloss or supporters club genuflections...[but] the word got round in football that I had done a hatchet job, been nasty about them, revealed things they would have preferred to keep secret (Davies, 2001:12).

Admitting some responsibility for a subsequent paucity of similarly focused insider studies his work presented a challenge that was difficult to resist. In accepting Davies's invitation (op. cit.) this thesis offers a unique perspective of sporting talent mobility through critical, objective exploration of the dialectic tensions between competing conceptions of team and player preparation practices. This is achieved through identification and exploration of causality from an insider perspective rather than to simply demonstrate and report as a detached, outside observer. Aware of its readership responsibilities, primary data derived from field research involving former and active agents connected to the occupational subculture of elite level professional football in England is critically examined and evaluated against a range of theoretical framings. In doing so it claims authority and distinctiveness.

## **Chapter 2**

### **The social and historical context of football's global journey**

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Critical sociological studies of institutions or practices should be based on realist epistemologies. To help foster such a standpoint Sugden and Tomlinson (1999: 386) argue strongly in favour of analysis of historical antecedents providing opportunities to trace the evolution of a specific, current phenomenon across a time line of „critical moments“ that help define its „contemporary form and suggest its legacy“ (Ibid). This chapter examines the development and diffusion of football against a backdrop of migration, globalisation and cultural modification.

### **2.1 The ‘English’ game: from evolution to revolution?**

There is almost universal recognition that modern sports emanated from Western European nations and that England featured prominently in their diffusion (Mason, 1980; Holt, 1989; Birley, 1993; Guttmann, 1994). Bale and Maguire (1994) speculate that sports development began between the fifteenth and eighteenth centuries and accelerated from the late nineteenth century. Western European nations were at the vanguard of industrialisation and the exploitation of colonised nation’s natural resources (Heinemann, 1993). Guttmann (1994) argues that England, as a catalyst for modern sports diffusion facilitated through expanding trading and military links, was able to introduce English sporting forms such as football and cricket to pre-modern societies. Although the British in general and the English in particular were a dominant force other Western nations contributed to sport development as national economies grew and trading links expanded (Maguire, 1994a).

Giulianotti and Robertson (2004: 546) make a highly significant point arguing that globalisation was not „somehow externally imposed upon the game; rather, we understand football as one representation, indeed manifestation – of globalisation.“ Avoiding principally econocentric explanations they argue the game’s diffusion was advanced within wider globalisation processes rather than through imperial power alone. However, according to Guttmann (1991: 125) because „the language of modern sport is English“ organised physical activity became a vehicle for the transmission of social values and cultural practices, such as notions of honest endeavour and fair play. Football’s diffusion in particular is profoundly Anglophile becoming one of „Britain’s

most successful cultural exports, more resoundingly successful than Shakespeare“ (Tomlinson, 1986: 83-84). Tellingly, the association of football with England and the English, whilst undoubtedly strong, was not always unilaterally accepted at face value as some nations resisted preferring indigenous games whilst others amended playing conventions.

In their arguably superior hybridised version of Robertson“s (1992) earlier typology Giulianotti and Robertson (cited in Giulianotti, 2005a) have the global diffusion of football as its focus rather than sport in general. Remaining largely true to Robertson“s (1992) chronologically arranged model their explanation synchronizes well with the history of the game and its almost unilateral assimilation into host cultures<sup>1</sup>. They maintain that football was an artefact representative of a sophisticated society and others perceived its associated cultural practices as a desirable commodity. For them, football“s first or ‘*Germinal*’ phase (early fifteenth to mid-eighteenth century) covers the game“s prehistory towards regulation and codification. Set against a socio-cultural backdrop of progressive urbanisation, industrialisation and expanding colonial trade routes, national identity and notions of cultural distinctiveness were developing. And, although Maguire (1999) postulates that conceptions of sportization can be identified later in this phase the social, cultural and commercial infrastructure for future diffusion of football was beginning to form. The following ‘*Insipient*’ phase (mid-eighteenth to late nineteenth century) saw the game played by both the educated elite and the masses albeit in variegated forms. At the end of this epoch, progressed codification was achieved paving the way for intra-national matches and as international trade agreements expanded pioneering Britons migrated to most corners of the world – often accompanied by a football (Goldblatt, 2006).

The third or ‘*Take-off*’ phase (late nineteenth to early twentieth century) marked the global expansion of football as a recognised sporting form. Few nations were immune from exposure to the game as the international society embraced commerce, communication and co-operation between previously insular nation states. During this period the game was confirmed as truly global with the establishment of the

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<sup>1</sup> See Hay“s [2006] account of soccer“s relegation behind „Aussie“ rules and rugby in Australian culture

*Federation Internationale de Football Associations* (FIFA) as the worldwide governing body in 1904.

Smart (2007: 115) feels this was more than internationalisation, arguing that

...from the late nineteenth century, the global diffusion of sport gathered pace. The period from the 1870s to the 1920s, the „take off“ phase, was an important period in which international competitions, tournaments and tours began to occur with increasing frequency.

In addition to „showcasing“ the game to a wider audience international matches increasingly heightened both individual expertise and a sense of nationalistic pride in performance as particular playing styles were invented, reflecting national identity constructions (Giulianotti and Robertson, cited in Giulianotti, 2005a). Discrete playing styles continued to evolve to an extent whereby they almost epitomised the way certain nations perceived how the game could be played. For example Italian Football adopted a much more defensive approach compared to the flamboyant style developed in Brazil (Goldblatt, 2006; Wilson, 2008). However, during this *‘Struggle for Hegemony’* phase (early to mid-twentieth century), tension between national and international governing bodies was increasingly manifest in international games as politically inspired conflict also assumed global proportions.

International football itself has become increasingly politicised during the *‘Uncertainty’* phase of football’s globalisation (mid-twentieth century to millennial change). This phase witnessed sporadic power struggles between intra- and international interest groups seeking to influence the game’s development on the world stage. Political issues such as racism, patriarchy and capitalism were often evoked (or reinforced) through football matches. In his provocative yet enlightening critical examination of how the global development of football is controlled and manipulated by vicarious media and TNC cartel, Sugden (2002: 75) concludes the *‘uncertainty’* phase of Robertson’s five-fold sports globalisation typology may, indeed, „be drawing to a close“. Whilst Giulianotti and Robertson (2009: 28) acknowledge the chronological fluidity of phases suggesting it is only in „its preliminary stages“ and too early to tell if we have entered a sixth phase of globalisation, they tentatively suggest - the *millennial* - which is principally defined by the „trans-national impact of religio-cultural forces“. Yet, given their recognition

that „migration and trans-national finance“ (Ibid) can impact upon specific cultures such as those implicit in the modern game it may be more apposite to suggest the onset of an ‘*International Itinerant Talent*’ phase typified by the heightened cosmopolitan influences impacting on European and English football in particular (Smith, 2008).

The history of „football“ (there were a number of forms with varied emphases on kicking and handling) chronicles its „messy“ transformation from a lawless free-for-all to a game more evocative of contemporary versions (Taylor, 2008: 20). Its journey had been a turbulent one. Most accounts suggest the game had periodically succumbed to the demands of burgeoning industrialisation, been claimed by elite society and the Church returning to the populace to occupy a central place in the sporting cultural evolution of English society (Mason, 1980; Wagg, 1984; Hobsbawm, 1995). However, some sports historians have challenged previously accepted orthodoxy suggesting the game, eagerly consumed by other social strata, had flourished outside established institutions such as public schools (Harvey, 2001). Yet, devoted to the cause, fervent football disciples promoted the game in what was almost evangelised endowment. There was, however, a caveat as accompanying football’s somewhat erratic diffusion was growing self-belief in its superiority over other English game forms. This manifested itself in the formation of a national governing body that, arguably, epitomises a particular mindset.

### **2.1.1 *The Football Association***

Largely due to the powerful synergy of missionary zeal and enthusiasm among willing converts football clubs proliferated across the country (Harvey, 2001; Giller, 2004). However to play competitive games there needed to be consistent, universally agreed playing conventions rather than the common practice of each team agreeing ad hoc precepts prior to the commencement of a particular match. This requirement framed the agenda of a crucial meeting held in London’s Freemasons Tavern on 26<sup>th</sup> October 1863. A heated debate ensued where officials of rugby playing public schools and those representing fledgling old boy football clubs such as Blackheath F.C., the Wanderers and Crystal Palace F.C., somewhat belatedly, discovered they had been playing to different conventions (Walvin, 2001; Goldblatt, 2006).



A final attempt at reconciliation took place on 1<sup>st</sup> December 1863 when a decisive vote was cast at the end of what had been a hastily convened meeting. The future of football hung in the balance – or did it? It appears that some of the tensions between the competing codes of football and rugby had been caused purposely „by the machinations of those supporting the former variant“ (Harvey, 2001: 70). Timing was, it seems, everything as the football activists „seized the opportunity presented by the non-attendance of opposing delegates to frame laws to suit their purpose“ (Ibid.). Unsurprisingly, the few rugby supporters present were outvoted. The Rugby-Football cultural divide had ended sharply in final, ignominious divorce as both codes went their separate ways and the newly formed „Football Association“ (F.A.) duly formulated the first laws of the game (for fuller accounts of the dispute see Green 1953 and Harvey, 2001).

Significantly, the formation of the F.A. had (inadvertently or otherwise) sent an unequivocal message to the expanding world football community. As the self-proclaimed originators of the game, the first nation to organise club football and pioneering founders of a football association, the English were beyond reproach as the game“s definitive authority. More importantly the title conferred was *The Football Association*, not nation-specific as subsequent inaugurations such as the AFA (Asociation del Futbol Argentino, 1893), the DFB (Deutscher Fussball-Bund, 1900) or the FAI (Football Association of Ireland, 1921). Whilst undoubtedly a pioneering feat the uncompromising retention of its title may suggest English football was exhibiting a smug, complacent arrogance cascading from administrators to participants and spectators. But, being first does not necessarily mean the best.

Although the game had become a coveted cornerstone of late nineteenth and early twentieth century English society, football was destined for wider consumption. Perceiving football as a „genuinely international sport“, Hobsbawm (1995: 198) argues that:

The sport the world made its own was association football, the child of Britain“s global economic presence...this simple and elegant game, unhampered by complex rules and equipment, and which could be practiced on any more or less flat open space of the required size, made its way through the world entirely on its own merits (Ibid).

From its nascence in an agrarian society football flourished as a spectator sport as industrialisation and allied urbanisation consumed much of Britain and beyond (Walvin, 1986). Accepting that the diffusion of the game may owe much to Imperialism and associated love of „all things British“ engendered by the superiority of advancing industrial technology, a less jingoistic acuity might reason that because of its „elegant simplicity, visceral excitement and appeal to tribal and local loyalties“, football simply could not remain exclusively English (Connolly and MacWilliam, 2006: 22). Mirroring its assimilation into British culture football“s global diffusion was neither uniform nor linear. However, it is possible to paint a broad picture to help explain the ways in which the game was introduced and developed elsewhere.

### **2.1.2 Giving the ‘English’ game to the World: The dialectics of translocation and transformation**

As various Empires reached beyond the Eurasian landmass into Africa, the Americas and Australasia, human migration opportunities increased on a more global scale.

Kirk (2003: 2) suggests that:

The period between the 1880s and 1924 was a crucial one in the history of globalisation. For it was during these years that the capitalist mode of production extended its influence across much of the globe and that the new Imperialist powers...accelerated (the) pursuit of new markets and spheres of influence.

Drawing on Rostow“s (1960) classic description of economic development phases, Michie (1994) feels this epoch was characterized by the growth of domestic and international manufacturing industries whose means of production required wider supplies of natural resources and new forms of power. Managerial, skilled and unskilled labour became increasingly important in the efficient extraction of newly discovered resources required to service the wheels of industry or to cover any shortfall within the available indigenous labour capital. This prompted widespread movement of specialists to provide technical services or to promote the sale of goods or services to a foreign market (Goldblatt, 2006). The establishment of industrialised society also saw many of the World“s nations, eager to benefit from English industrial and commercial influence, welcome non-indigenous expertise with open arms.

Considered a vital commodity in world trade, the transplantation of cultural artefacts, practices and beliefs accompanied the irrepressible spread of industrialism across the Empire and beyond. Implicit in this migratory movement was the newly codified and regulated game of football which was both novel and, arguably, fashionable. And, it too was English.

Although part of the internationalisation of modern sport most historians agree that the English greatly influenced the development of football in many countries. Because

...it differed from the high Imperial games chiefly in that soccer was rarely the chosen sport of the governing classes: it travelled not with the diplomatic corps, but in the kit bags and holdalls of private soldiers, or merchants, railway workers, miners and schoolteachers (Hutchinson, 1996: 179).

A more expansive view is expressed by Jeffrey (2007: 76) who argues the „immensity of Britain’s formal and informal empire, its enormous merchant and royal navies, its engineers, bankers, teachers and travellers, had helped spread the game all over the World“. Interestingly, „British“ is equally apposite since the Irish, Welsh and Scottish played a key role with other continental nations later challenging both English technical and football knowledge.

However, the relative zeal of „football missionaries“ could not be confined to occupational delineation. Wagg’s (1984) conclusions concerning the influence of maritime and heavy industry personnel in the mechanisms of global diffusion obviously carry a certain authority. Similarly, it is difficult to disagree with Lanfranchi and Taylor’s (2001) analysis suggesting the technician end of migrant workforce continua underpinned football’s adoption throughout Europe, galvanising foreign and indigenous players into organised clubs. However, the ways in which the game was „communicated“ to host nation enthusiasts was, perhaps, the real secret behind the game’s almost complete worldwide dissemination.

Mirroring its domestic development the „English“ game was spread across the globe on a wave of altruistic diffusion that transcended class and occupation. For example, British blue and white collar workers based in Argentina founded Buenos Aires F.C. in 1865 with Newell’s Old Boys following a year later (Lever, 1983). Interestingly, a number of South American teams with a distinctively Anglophile emphasis in their

enunciation remain evident in current professional competition. They include: Arsenal, Boca Juniors, Everton, Liverpool, Santiago Wanderers, River Plate (rather than Rio Plato) and perhaps in deference to the inspirational, if a little quirky English „gentlemen“, Corinthians F.C. (Oliver, 2007). Formed by expatriate businessmen in 1898 AC Milan also retains recognition of its heritage by disregarding the Italian spelling of „Milano“ in preference for the original English version.

Elsewhere, football was gaining a sizeable foothold in many European countries. Following several scratch games involving British miners and Spanish natives (Ball, 2002) an English worker, E.W. Palin, formed the Huelva club in 1870 predating the formation of Athletic Bilbao, Barcelona and Real Madrid by almost a decade (Burns, 1999). Having encouraged local traders to play the game, engineers from northern England helped refine their host“s technical skills and tactical awareness before combining to form Athletic Bilbao in 1898 - who still play in Sunderland-inspired red and white striped shirts (Connolly and Macwilliam, 2006). Similarly, FC Panathiniakos of Greece acknowledge the founding influence of Irish workers by featuring a four-leaf clover on their club crest (Goldblatt, 2006).

Complex political divisions led to limited external involvement in many central and eastern European states. Following successful games involving indigenous textile and oil refinery workers migrant Britons initiated club football in Poland (Waddington and Roderick, 1996). Yugoslavian port workers were similarly inspired by British sailors around the dawn of the twentieth century who, together, quickly spread the game to the „dynamic, nationalist classes“ (Goldblatt, 2006: 143). Further afield Dynamo Moscow F.C., established by Lancastrian cotton millers Harry and Clement Charnock, continue to play in blue and white colours drawn from their hometown club Blackburn Rovers (Connolly and MacWilliam, 2006).

A similar set of circumstances reportedly led to the introduction of football in Scandinavia. British naval personnel and Norwegian nationals returning from study or employment in the UK helped establish football in Norway (Goksoyr and Hognestad, 1996). The way the game was played there began to be shaped by English workers who coached local players to supplement their salaries. Indeed, some former professionals arrived on full time contracts to work with the Olympic squad or newly

formed clubs seeking to exploit available expertise. A good example was Scotsman George Coleman whose advocacy of the short passing game was initially welcomed by the club SK Brann. But, after a series of displays that failed to impress his ambitious employers who wanted an „English“ approach favouring „transient, direct and penetrative play“ (Ibid: 202), he succumbed to the inevitable fate that stalks most coaches and managers.

Of particular interest was the basis of coach selection. Although the recruitment of English players and coaches to communicate their professional knowledge and experience became vogue, Norwegian clubs also sought coaches who did not have a professional playing background. Such enlightened appointments generally possessed some playing experience but, more importantly, they were from the educated rather than working classes. It was this combination of practice and theory that led to what many argue is the defining feature of Scandinavian football – an open approach to coaching that embraces sport science and its practical application to enhance player and team performance. This approach remains evident in those countries (see Bangsbo, 2003; Reilly, 2003; Reilly and Williams, 2005).

Football reached many Middle Eastern states through what Mangan and Hong (2003: 7) term the three main „conduits of modernisation“ – military presence, oil discovery and refining and missionary schools. It is generally accepted that the Dutch introduced football to Indonesia at the turn of the twentieth century (Colombijn, 1996) but the almost omnipresent British influence was subcutaneous since the founding father, John Edgar, had been educated in an English boarding school. Around the same time teams began to appear in British Malaya with competitive games played between core and periphery Indonesian states (Ibid.).

Military personnel are thought to have helped football gain a foothold in Japanese society. A British major - Archfield Douglas - supported by Anglo expatriates can be considered instrumental in the initial popularity of the game amongst native workers (Nogawa and Maeda, 1999). Seconded educators were also partly responsible for introducing football to Japanese youth. For example, an English professor prompted engagement by students in Keio University whilst expatriate teachers found enthusiastic followers in Tokyo's Kogakura School (Moffett, 2003).

Emphasising the social, political and cultural dimensions of industrial Imperialism the game's mixed fortunes in Japan provide a useful platform for the exploration of how the cultural landscape can directly affect popular appeal and acceptance or rejection of newly introduced values, beliefs or practices. Following the enforced dormancy caused by the Second World War, Japan in common with many others countries slowly began to reconstitute its distinctive cultural regimens. During this period football experienced resurgence as a fashionable pastime. There were, however, a number of cultural barriers impacting upon its potential for deeper entrenchment in Japanese society. Moffett's (2003) engaging account of the fall and rise of football in Japan explains how invasive games and Japanese military strategy are incongruous. For him, „the Japanese art of war consisted of one-to-one battles“ (Ibid: 81) rather than the organised deployment of personnel. Accordingly, honour in battle was sought and fought for on an individual basis and which once won could never be questioned. He adds that a strong nationalistic cultural system caused difficulties in early Japanese players reconciling notions of honourable individuality within the context of what is ostensibly a game principally concerned with teamwork.

Perhaps of greater interest is the way in which foreign coaches, then as now, had to modify their accustomed practices when working with Japanese players ensuring that, for example, they never criticised or disgraced them in front of their teammates. As Palmer (2002: 23) concedes, the „English“ style of man management

...with aggressive shouting in training and in the dressing room, is utterly alien to the Japanese... That scenario, so common in the world in which Alex Ferguson and George Graham grew up and worked in is a non-starter in the J-League (Ibid).

In contrast, during his tenure with J-League team Nagoya Grampus Eight current Arsenal manager Arsene Wenger found this required cultural cognisance both a precursor to success and a positive addition to his coaching style repertoire (Fynn and Whitcher, 2004; Rees, 2004).

The dialectics of football in Japan provides a useful way of summarising the way in which the process of introduction to acceptance, can lead to the game becoming an established component of a particular culture. Yet, there is another possible evolutionary stage. Whilst some countries totally rejected football in favour of

indigenous games others simply transplanted the game into their culture as it was introduced to them. However, some proselytised football nations modified playing styles, tactical arrangements and levels of aesthetic appreciation accorded to technical ability as manifestations of their cultural autonomy and distinctiveness.

Employing what he terms „geographical innovation diffusion“ Bale (1989: 50) argues that any innovative practice, if not totally rejected, may be adopted with varying degrees of enthusiasm by new cultures over variable time frames. Secondly, he feels the size and location of a host nation affects cultural diffusion. In the case of football the game radiated from its English heritage through the economically dependent empire Britain had established across much of the world in the late nineteenth and early twentieth centuries. Nations close to this epicentre generally adopted the game sooner than those at the Imperial frontier but its diffusion was temporally and geographically sporadic.

Yet it is clear that whilst some colonial or assimilated societies completely rejected the injection of football into their cultural landscape in preference of existing indigenous sport, others hybridised or amended playing protocols to align with dominant cultural conventions. Hay's (2006) examination of football's subjugation in Australia and South Africa has some worth in explaining an apparent reluctance to embrace the game despite its association with Imperial cultural or sporting dominance. The failure of football in those nations has been attributed to the „rough and tough nature of early migrants“ (Dette, cited in Hay, 2006: 169). Largely dishonoured, disillusioned and determined to forget their homeland experiences some feel they preferred blood letting through sport rather than „gentlemanly“ competition. Interestingly, although this may be the case with rugby, cricket remains very popular in both countries perhaps reflecting class divides between workers and social risers such as entrepreneurs or descendants of Imperial landowners. In their early evolutionary stages both societies were relatively immature compared to most contemporary Western European states which, having experienced similar periods in their development, had established, hegemonic sporting forms such as football occupying prime sports spaces in their societies.

Whilst it was generally acknowledged cricket held primacy in the Caribbean sports space its popularity has been seriously threatened by basketball manifesting an increasingly Americanised youth culture (Jarvie, 2006). Although this suggests notions of dominant sports space occupation may be challenged, it may be more apposite to attribute difficulty in simply inserting a sport into a particular cultural space because of an existing game form's social significance. Some, for example, claim football's failure to establish a foothold in a particular culture was because an indigenous sport got in first. Synchronising with conceptions of limited „sports space“ or already „plugged gaps“ in „popular consciousness“ (Sugden, 1994: 233), others maintain that imperviousness to newer games such as football was simply because the sporting market was already full. Tellingly, Walvin (1994) and Murray (1996) add that once a sport had been established migrants found resistance in attempting to dislodge it from a particular culture's constitution. Soccer in the United States for example has never really managed to break the hegemonic stranglehold of the „big four“ games of American football, basketball, baseball and ice hockey (Van Rheeson, 2009). Despite its growing popularity as recreational sport soccer remains relatively marginalized in terms of public awareness.

Rowe (2003) contends that as one of the relatively small set of games to assume various levels of prominence as a manifestation of national or cultural identity, football has, paradoxically, escaped from the local, fostering the global. Yet, simultaneously it enables localised expressions of difference in the way the game is perceived, played and coached. Indeed, rather than simply succumb to the wholesale transplantation of different ways of living some host societies exhibit „Creolisation“ tendencies (Hannerz, 1992). Finn and Giulianotti (2000) explain the creolisation process in the context of global sport diffusion whereby a host society redefines a game's normative framework in an attempt to align it with dominant social and cultural practices as both a reaction against Imperial power and a representation of particular social and cultural identities (Ibid.). Affirming that, for them, football is a manifestation (rather than fabrication) of globalisation, Giulianotti and Robertson (2004: 546) developed the notion of „glocalisation“ whereby local, host cultures „adapt and refine any global product to suit their particular needs, beliefs and customs“ (Ibid) rather than wholesale assimilation of dominant, globalised cultural forms. In essence, football's almost iconic status as a global sporting form has been



affected by glocalisation ranging from total rejection, total acceptance or the evolution of hybridised formats.

Furthermore, the dispersion of codified, regulated football was subjected to what Giulianotti and Robertson (Ibid: 549) term „the universalisation of particularisation“ as host nations established discrete playing styles, tactical preferences, aesthetic codes and jargonised communication systems. Within globalisation processes that may afford easier transit of ideas, information, practices and money, sporting labour mobility arguably best typifies „glocalised“ football forms. However, the search for success also exemplifies a particularisation of the universal since clubs (especially those in major European leagues) are continually recruiting „glocalised“ playing *and* coaching talent emanating from different football cultures.

Accompanying Imperial expansion across national boundaries and notwithstanding some periodic resistance the game became embedded in many new host cultures. A key development was the movement of players and coaches facilitated by increasingly sophisticated transport systems and, and more importantly, recruitment by ambitious clubs seeking to take advantage of what they perceived desirable elements of other football cultures“ playing protocols or practices. The acquisition and subsequent deployment of different technical and/or tactical approaches can be considered early forms of cultural modification conscientiously seeking to affect change in established football cultural practices. This required input from people with an appropriate knowledge base and/or relevant skill set.

## **2.2 The emergence of managing and coaching talent**

The genesis of the hierarchical structure typical of early football clubs is a grey area. Whilst many, at first, fell under the rubric of charitable, ecumenical or voluntary organisations, as clubs expanded and developed many became limited companies that attracted shareholders (who provided capital investment). As a result most early twentieth century clubs were effectively under the control of boards of directors (Wagg, 1997) who oversaw day-to-day administrative matters, financial affairs, staff recruitment and team selection leaving the managerial role relatively impotent in terms of decision-making. Although the growth of a stronger professional ethos within football was instrumental in encouraging some devolution of responsibility to a

secretary/manager the manager's remit was principally limited to that of an intermediary between the organisation and players (Walvin, 1994). The role was further constrained since the captain was primarily responsible for any tactical decisions on the pitch and how players' fitness levels were maintained through the week (Green, 2002). Arguably the first seeds of authority within professional football as an occupational sub-culture had been sown as players and managers were made acutely aware of where the balance of power and control lay (Harding, 2003; Goldblatt, 2006).

However, the manager's role and discretionary powers slowly expanded to include player recruitment although final team selection remained beyond his sphere of influence (Russell, 1997). As the 1920s dissolved into the 1930s managers were increasingly associated with events on the field. Even in these early days of management „scapegoatism“ abounded as unsuccessful team performances usually resulted in requests for a manager's resignation. Nonetheless, ageing limbs, injury or loss of form inspired some former players, armed with knowledge and skills accrued from playing (Carter, 2006), to move away from competition. Their aim was to exploit new management and training opportunities and bequeath their expertise to others in „practice“ sessions based on their perceptions of what the game required (Green, 2002: 53). Accordingly, then, as now, this bestowed functionality generated interest amongst recently retired players (from internationals to journeymen) keen to communicate their knowledge of the game whilst simultaneously facilitating continued participation in a game that had previously been their livelihood (See, for example, coaching talent biographies by Lovejoy, 2002; Crick, 2003; Lourenco, 2004; Rees, 2004; Belague, 2006; Frietas, 2008; Ryan, 2008). Fox (2003: 47) suggests that up to the 1950s „coaching“ remained the responsibility of a „trainer“ who was usually a former clubman and „consisted of players endlessly lapping the pitch or performing light sprinting exercises“ with no explicit relation to the game's demands. However alongside what was essentially fitness-based input an emerging recognition that players could be taught to improve their football skills gradually began to differentiate between coaching and conditioning.

Dependence on the established practice of almost exclusive physical preparation waned in preference of rudimentary technical and tactical input as more managers adopted a „hands on“ approach to working with players on a daily basis, dealing with

the press and overseeing player recruitment. In essence the role remains the same although the titles „manager“ and „coach“ are often used interchangeably. This pivotal stage in the evolution of football may have far greater significance than many academics or commentators acknowledge as clear distinction could be made between the roles. Ostensibly, managers generally directed administrative, recruitment and managing/coaching activities, whilst coaches (in the continental tradition) were almost exclusively concerned with player and team preparation (this juxtaposition is examined in more detail later).

As levels of communication steadily developed between bench and pitch in matches and practice sessions some managers became distinctive through the adoption of what were considered innovative approaches to team/player preparation and performance. Most notable luminaries included Herbert Chapman who achieved sustained success with both Huddersfield and Arsenal through astute recruitment and tactical deployment of players, and Major Frank Buckley who, pioneering technical proficiency improvement, enhanced tactical awareness amongst his Wolverhampton Wanderers players. Both can be considered prototypes of modern football managers and coaches (Dobson and Goddard, 2001) as the role of the manager evolved from „sacrificial lamb to tactician/horse trader“ (Wagg, 1984: 57).

So called „Tracksuit“ managers also included Matt Busby (Manchester United), Stan Cullis (Wolverhampton Wanderers) and Bill Shankly (Huddersfield and Liverpool) who engaged in daily practice sessions with their players and began to influence player and team preparation. Coaching qualifications, although rudimentary at this stage, were not considered important as experience and qualities such as character and charisma were prized over intellect and imagination since traditional practices concerning principles of play were effectively bestowed on heirs apparent. Although the concept of coaching divided football opinion a prominent feature at this stage in coach development was an open hostility managers and coaches often showed to anyone from outside the professional ranks (Carter, 2006; Hopcraft, 2006). Reflecting their commercial backgrounds boards of directors took a similarly negative view, assiduously espousing a conservative, cautious even sceptical attitude towards helping improve players, showing „little respect for coaching as an activity“ (Wagg, 1997: 30). This approach was completely antithetical to their continental counterparts for

example, who saw investment in coaching talent and subsequent input as a means of progress. English faith in tradition was, perhaps, a means of protecting against innovation, especially instigated by people outside the club. However, in what could be considered institutionalised professional chauvanism, English football was becoming too introverted, too insular.

Underlining the membership exclusivity of some contemporary professional football occupational cultures there was a mystique, „a secrecy regarding the transmission of information, a reluctance to discuss football matters“ (Harding, 2003: 89). Whether this clandestine siege mentality was borne from a desire to keep trade secrets within the occupational sub-culture or whether a shallow knowledge base existed is debatable. But, resentment towards „outsiders“ continued to grow, especially those who possessed coaching awards ostensibly because they hadn“t played the game and – ipso facto – couldn“t really know its perceived „trade secrets“. Adopting a pragmatic perspective Wagg (1997: 30) suggests any hostility centred on what many professionals considered a threat to their natural career development into „increasingly lucrative management and coaching jobs.“

The ideological impasse over the worth of technical skill enhancement and tactical innovation remained until the early 1950s. However, the game“s development across the continent offered a range of well-paid opportunities for former professionals and mobile ambitious coaches (Taylor, 2005; Taylor, 2010). English experience and perceived expertise were considered fundamental in the realisation of football club ambitions particularly across rapidly expanding European leagues. It was against this football culture backdrop that English (and British) coaching talent, rather than football missionaries, began to move abroad to more receptive climes.

### **2.3 Englishmen abroad: Expatriate football talent.**

At the dawn of the twentieth century few parts of the world remained impervious to the globalised diffusion of football. But, the game often developed differently according to the particular socio-cultural contexts it was transplanted into. Earlier discussion suggested some countries used the game to express cultural representation and national identity. As a result distinctive national playing styles began to emerge

(Giulianotti, 1999; Russell, 1999; Bray, 2006; Wilson, 2008), some preferring technical flair and tactical innovation to rugged determination or stoic organisation – an argument that also polarises contemporary football debate (Brooking, 2007). Two key concepts underpinned the development of technical input and tactical deployment - professionalism and coaching.

For Birley (1993: 272) a pivotal moment in the development of football was a realisation by clubs, boosted by increasing spectator appeal, that they could „use gate money to reward urban artists who wanted to better themselves through sport, and to import them from foreign parts.“ Heavily industrialised Central Lancashire emerged as a focal point in the development of professionalism (Lanfranchi and Taylor, 2001). It was to this football hotbed that the first players seeking engagement as professionals migrated towards in the late 1880s. Professionalism was founded on the concept of „importation“ (Mangan, 2003: 98) whereby players from some teams (usually from outside a region) were paid by other clubs to play in important league or cup matches. Football authorities made various attempts to ban the practice but the clubs developed a number of ways of disguising payments to „guest“ players including tactics such as money left in their boots after games and faking names on team sheets. However, popular support for football had grown quickly. Increased competition and booming commercial interest, especially in Northern England, finally forced the F.A. to grudgingly ratify „the payment of wages to players“ in 1885 (Wigglesworth, 1996: 53) albeit „to restrain and control it rather than embrace the phenomenon“ (Carter, 2006: 36-37). Amongst the first professionals were Scottish players who, despite questionable social habits possessed superior dribbling and passing skills than their English counterparts. The players, however, were not drawn by the opportunity to showcase their talents. Rather, as is the case in the contemporary game, financial inducements and rewards usually underpinned the decision to move (see McGovern’s, 2000, account of the Irish football „Brawn Drain“).

English players quickly followed suit leaving established trades for the lure of what was ostensibly the opportunity to achieve financial solvency and improved quality of life (Harding, 2003). Fledgling clubs gradually developed autonomous organisational power. This included recruitment of indigenous or intra-national playing and coaching talent to enhance team performance as well-organised networks employing the

services of scouts and early versions of agents quickly subsumed casual recommendations by acquaintances and supporters (Harding, 2003; Taylor, 2005). Recruitment networks soon began to transcend local and regional boundaries and it was only a matter of time before player mobility assumed intra- and international dimensions (Lanfranchi and Taylor, 2001).

It may be argued that the advent of professionalism catalysed increased sophistication in the way the game was played. Accordingly its sustained success required advocates to possess a solid knowledge base - one borne from playing experience or understanding of the game's founding principles and rapidly developing nuances (Carter, 2006). Of profound importance at this stage in the development of the game, was the previously unconsidered concept of professional footballers practising on a daily basis to improve their playing performance and to justify their newly acquired status and its associated, albeit limited, financial rewards. This necessitated some analysis of *what* the underpinning principles of the game were and reasoned consideration about *how* performance could be improved. In turn, conscious technical and tactical thought concerning how players and teams could function began to occupy the minds of those involved in football. Exhibiting what was to become an enduring feature of the game, football had divided both popular and stakeholder opinion. At the heart of the debate was the hitherto unconsidered practice of coaching.

### **2.3.1 Coaching in foreign football environments**

English playing and, especially, coaching talent were fast becoming desirable commodities sought by indigenous and foreign clubs bereft of professional playing workforces. Largely predating the out-migration of playing talent was the diffusion of former professionals as coaches who „were to be found everywhere, from Spain to Hungary, to Italy and Uruguay“ (Mason, 1986: 74). As Dillon (2008: 74) observes „Englishmen...once ran a satisfying trade in exporting management and coaching skills to Europe“. For Carter (2006: 66) expatriate coaching „was at the forefront of turning football into the world game“. In many ways this indicates a fundamental contradiction since the stagnating domestic game predominantly relied on the somewhat dour, archetypal „English“ working-class values of strength, determination and unrelenting effort. The landscape of European football, on the other hand,

represented an escape from the prosaic, rigid, self-proclaimed righteousness that unequivocally determined the way football was played in England.

Broadly aligned with Maguire, Jarvie, Mansfield and Bradley's (2002: 33) sporting migrant typology of „pioneers“, „nomads“, „settlers“ and „mercenaries“ and contextualised within Giulianotti's and Robertson (2002) chronology of football's global development, the initial trend of football coaching talent, like the game's diffusion, was exclusively outward. Because of their substantive association with the game English coaches were desirable commodities eagerly acquired by many of the world's ambitious clubs. Considered „transfer agents“ of the developing game's nuances and technicalities the migration of coaching talent was part of an initial out-migration of players (Taylor, 2010: 142). Hence, coaching mobility can be considered a second wave of expatriate football expertise. Expatriates moved, settled and exploited moneymaking opportunities in various locations where fledgling teams sought instruction. Most itinerant coaches merely followed employment opportunities moving periodically between a range of nations and their developing clubs. This „mentality of mobility“ (Ibid: 150) essentially echoed football's radiant diffusion. Sensing a gap in the football market it really was a case of „have boots will travel“ (Mason, 1994: 39).

Reflecting the game's industrial heritage instruction concerning where, when and how to train was given with an expectancy of unquestioning compliance. It may be argued that this workplace culture coupled with what Goldblatt (2006: 119) terms the „exclusivity and haughty air of superiority“ permeated into English expatriate practice when founding clubs abroad and teaching indigenous players. Bequeathed the possession of sacrosanct football-related knowledge they, almost naturally, assumed positions of power and control.

Given the game's obstinacy to engage in academic or other outside scrutiny coaching pedagogy was almost exclusively demonstration led. Clearly language differences exacerbated a need for this approach. But, it is reasonable to suggest English professionals were engrained with a deep suspicion of external interference and that most expatriates relied upon instruction expecting „pupils“ to merely replicate the desired skills they transmitted. This may partly explain the way in which even

contemporary players appear to respect advice from high profile performers turned coaches, who have „been there, done that“, rather than those with a less auspicious playing background.

It may be argued the game’s simplicity is its defining feature yet visions of football are not finite. Once freed from limits imposed by tradition and personal experience, endless possibilities exist, and eager disciples were desperate to learn, interpret and imagine - the teacher: pupil interface was insatiably collegiate. Walvin (1994: 117) affirms that:

Whilst the British influence [on the globalisation of football] was central; the pace, style and very fibre of the game’s development was British. But, ... football became locally infectious and self-generating; the local game evolved along particular lines, which in turn, often came to overpower the game’s international characteristics.

At the vanguard of what was essentially a football „uprising“ were those expatriate coaches who possessed both a serviceable knowledge of the game and, more importantly, the ability to adapt technical content, tactical arrangements and playing philosophy according to player capability and the prevailing cultural context. Central to football’s „foreign“ revitalisation was the ability and intelligence to transmit the game’s guiding principles to non-English players in a non-English way.

Some suggest differences between typically working class English players and those from a more educated cultural milieu actually forced expatriate coaches to move away from grounded „watch and copy“ coaching pedagogic practice to approaches that were more considerate of a host culture (Carter, 2010; Taylor, 2010). The more cerebral employed what were innovative styles questioning and challenging novice players to enhance both their skill base and, importantly, their understanding. This was a massive step since English coaching and playing styles could be thought of as a start point and not always considered definitive.

Such enlightened coaching talent, inadvertently or otherwise, were effectively change agents as aspects of the game underwent micro modification. Whilst accepted governing rules and playing conventions framed the way football was played any slight variations often reflected interpretation according to different or dominant



cultural influences. For example, Taylor (1998: 29) claims early twentieth century South American football lacked order and structure as

...everybody just chased after the ball until a Scotsman came – Joe Healey. He began to introduce the passing style. It was short and long passing, but a pass directed at another player.

Walvin (1975: 104) feels Healey „laid the tactical foundation for the development of local football through his enthusiastic coaching of Penarol FC.“ This method of play - ‚*a la escocesa*‘ (Taylor, 1998: 29) - quickly spread across the continent forming the basis of fast, bright and distinctive playing styles evocative of Brazilian and Uruguayan football <sup>2</sup>.

Elsewhere similarly enlightened English coaching talent influenced the Iberian game. Spanish students returning from study in England are thought to have introduced the game around the mid 1890s (Burns, 1999). An ad hoc club known locally as ‚*Foot Ball Sky*‘ (originally formed in 1897) were amongst the first to organise games according to basic playing regulations. Under the direction of founding president Julio Palacios, what had become Madrid football club (later given royal patronage becoming ‚Real‘ Madrid) set a precedent, which most of the world’s biggest clubs remain committed to - securing the services of the best available talent. Palacios was friendly with English businessman and former Corinthian player Arthur Johnson. Quick to exploit available knowledge and skills to improve his own team Palacios persuaded his friend to work with the players. Ball (2002: 47) feels this was a defining moment, as not only did Johnson take ‚responsibility for training and tactics‘ he also produced a blueprint for success that outlined players’ responsibilities and what he considered key tactical arrangements. Advocating the appointment of a captain to maintain discipline, Johnson also stressed the need for players to adopt a conscientious attitude towards preparation and match performance. Rather than waste energy by continuously kicking and chasing he encouraged players to remain in their designated playing areas building attacks through accurate passing (Ibid.). His

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<sup>2</sup> See, for example Alabarces and Rodriguez’s (2000) essay on the cultural tensions between the national, Argentinean style of play and Diego Maradona’s individualism; Giulianotti’s (2000) study of Uruguayan football’s breaking of British football hegemony; and Lanfranchi and Taylor’s (2001) account of South American ‚artists‘.

visionary ideas about player preparation and tactics resonate strongly with many practices adopted by later coaches and players (Carter, 2006).

Journeyman professional Fred Pentland helped both German and French national teams before arriving in Spain in 1921 as coach to Racing Santander. His advocacy of short passing (Ball, 2002) and counter-attacking play quickly drew the attention of Atletico Bilbao who employed him as first team coach in 1922. Brief spells as coach to Athletic Madrid (1925-1926, 1927-1929 and 1933-1935) were punctuated with spells at Real Oviedo and the Spanish national team (1929) where he achieved victory over his native England. Giller (2004: 85) attaches wider significance to the international result arguing „proof positive had arrived that the rest of the world was not just catching up with but overtaking the „old“ masters.“

On appointment Pentland unsurprisingly discovered the team had a strong English heritage playing a long ball game that relied heavily on a 2-3-5 formation overloaded with strikers (Wilson, 2008). He quickly introduced the players to his preferred short-passing game and deeper tactical deployment of what would now be regarded as midfielders allowing them to break into advanced attacking positions whenever possible (Ibid). Pentland also insisted the central defender (usually the best player in the team at that time) should be able to attack as well as defend much like the „libero“ role Germany’s Franz Beckenbauer occupied so effectively in the 1970s and 1980s (Bray, 2006). Pentland’s tactically ground-breaking 3-2-2-3 line up (basically a precursor to the W-M style developed later in England) required a technical training regime that prepared players according to their roles and responsibilities. His synchronisation of practice with match situations, now widely accepted, was more than ground breaking; it changed the mindset of players and coaches steeped in stoically English playing habits. More importantly he demonstrated football club culture could be changed. Bilbao’s successes were ascribed to the „Pentland way“ that convinced indigenous players to jettison the ubiquitous „hoof and chase“ mentality that Anglicised football often transplanted aboard. Ball (2002: 79) argues that Pentland’s tactical patterns of play founded „the concept of the possession game that now so characterises the Spanish game“ (a tradition upheld at the 2010 world cup).

Former Derby County player Steve Bloomer was appointed coach of Basque club Real Irún in November 1923. Although his cultural assimilation was eased by the presence of Pentland and Ted Garry at San Sebastián, he, understandably, decided to stay in his comfort zone „training the boys on orthodox English lines but with far more ball practice and far less sprinting than in England“ (cited in Seddon, 1999: 167). However, quickly noticing that whilst Spanish players had „wonderful ball control“ and that „their chief failure is teamwork“ (Ibid), Bloomer had recognised that foreign coaches were able to influence the tactical acuity of indigenous players more than their technical ability. The establishment of geographical and social networks that both bound and supported expatriate enclaves were important factors affecting an ability to function in a different cultural context. However, it would be naïve to ignore the fact that these social structures were unlikely to have been entirely convivial. In order to satisfy employers“ demands for successful team performance and player development, and continued employment, it is difficult to imagine collegiate exchange of successful, personalised preparatory practices.

Coaching abroad was not the preserve of former professionals. An amateur player from county Durham also had a profound effect on football in Spain. Jack Greenwell played for Barcelona for four years before assuming full-time managing and coaching responsibility (1931-1933). His appointment (Appendix 3, Table F) was the precursor of current policy to invest in foreign coaching talent (Venables, 1994; Harris, 2003 and 2005). For Burns (1999: 88) „early Barca players learned their toughness, fitness and goal-scoring skills - as well as team discipline - from their foreign coaches.“ In common with any form of education system, local players were persuaded to improvise, invent and interpret what they had learned, adapting according to their own physical, technical and tactical capabilities and to particular playing situations. Burns (1999) adds that this particular occupational sub-cultural form is evident in contemporary Juniors at Barcelona who are taught the skills, attributes and qualities expected both of a *La Liga* player and, more importantly, of a Catalan footballer proud of the club“s heritage. Greenwell, who spent his entire coaching career working abroad, actively encouraged such adaptation/hybridisation by experimenting with tactical formations in training. Here, perhaps, was the secret of expatriate coaching as Greenwell avoided the temptation to simply transmit a monochrome vision of how the game was played by the English. In allowing players to express their ability and

playing intelligence within a shared team understanding and tactical framework he, consciously or otherwise, paved the synergetic realisation of Spanish football as a distinctive form of the game. Greenwell went on to ply his trade at Valencia (1933-1934), Real Mallorca (1935) coaching in Peru up to the advent of WWII (Ball, 2003).

In similar fashion an average English professional became one of the most influential coaches in Italian football. Former Blackburn and Arsenal player Willie Garbutt was appointed coach at Genoa in 1912 aged 29 and quickly introduced innovative training regimes founded on physical conditioning and tactical fluidity (Foot, 2007). Garbutt played an instrumental role in developing Italian football, coaching Roma for six years before moving to Napoli in 1935. A year at Spanish team Atletico Bilbao was followed by a brief sojourn with AC Milan and a final return spell with Genoa (Turner and White, 1993). Widely regarded as the model for professional coaching in Italy Garbutt's emphasis on physical fitness reflected his English professional background. However, it was his penchant for technical flair and tactical organisation that distinguished him from English and indigenous Italian coaches (Lanfranchi, 2002). In deference to Pentland's trademark Bowler hat and typically middle-class attire Italian occupational subculture members continue to refer to managers as „Il Mister“ in their daily activities and media interviews (Foot, 2007).

Perhaps founded on ordered and steadfastly regimented playing protocols established in its earlier '*calcio*' format, Italian football later became associated with uncompromising, dour defending. „La Systema“ (the system) distinguished between markers and other defenders who roamed across defensive lines. This system later incorporated a free defender or sweeper to become the legendary „catenaccio“ style of play that extolled the virtues of archetypical 1-0 victories even contemporary Italian football incorrectly remains associated with (Goldblatt, 2006). Educated in England Torino coach Vittorio Pozzo was destined to become a major figure in the evolution of this distinctive style of play that depended so heavily on resolute defence perfected by Internazionale Milan's Argentinean coach Helenio Herrera (Wilson, 2008). Significantly, the coalescence of foreign and indigenous coaching talent input demonstrates the malleability of football when a number of cultural influences collide or willingly amalgamate.

Having retired from a reasonably distinguished playing career that included spells at Everton, Tottenham and Chelsea, Irish international winger Jack Kirwan became the first full-time coach employed by Ajax Amsterdam (1910 – 1915) helping guide the club into Dutch top-flight football where they have remained almost unabated since (Winner, 2001). Kirwan's subsequent move to coach Italian side Livorno in 1923 saw him replaced by Englishman Jack Reynolds who had previously coached at Swiss club St. Gallen (1912-1914). Punctuated by spells as the first Dutch national team manager and coach to second tier club Blauw-Wit (Table F), Reynold's association with Ajax spanned over twenty-seven years (Oliver, 2007). However, it was during his time at Ajax that Reynolds developed an open style of play that became synonymous with the club's preparation and performance culture that was to become a widely emulated model. His vision of „open football“ demanded intelligent, quick inter-passing, exploitation of width through an expansive deployment of wingers and the use of long cross field passes designed to stretch defenders and exploit created space.

Resonating with former Newcastle, Manchester City and England manager Kevin Keegan's (albeit less successful) ideology that attracted widespread media criticism concerning its naivety, Reynolds used a guiding philosophy of „attack as the best form of defence“ (Winner, 2001: 10). Interestingly, Dutch media were overawed by Reynold's work praising

...the technically controlled game, ball skills and tactics... Ajax comes close to the English professional game and lacks only the spirit English teams have (quoted in Winner, 2001: 10).

This perception can be considered a curious mixture of what was to prove misguided envy and negative self-efficacy eventually supplanted by innovation and success. More importantly, there were clear signs that whilst openly acknowledging their „English“ roots, diverse and distinctive playing styles were developing apace influenced by the particular social and, of profound importance, the football culture the game found itself framed by.

Reynolds insisted on strict discipline, supreme physical fitness (perhaps reflecting his English „pro“ traits) and training regimes that emphasised technical proficiency

founded on the demands imposed by tactical fluidity. Considered revolutionary in early twentieth-century football his approaches laid the foundations for the success Ajax enjoyed decades later. Developed further in the 1960s by the great Dutch coach Rinus Michels, English national Vic Buckingham, who circulated seamlessly between English and European clubs (Table B), preached the virtues of „possession football...not kick and rush“ (Winner, 2001: 11) and pioneered the concept of „Total voetbal“ (Total Football) at Ajax (Goldblatt, 2006: 465). The unique, fluid, attacking style based on continuous interchange of playing position, synonymous with Dutch football throughout the 1970s and 1980s, required „complete“ footballers that were able to function effectively in a number of team roles. Since then the Dutch have been the metonym for fast, fluid football.

Whilst the evolution of „national“ playing styles was undoubtedly affected by non-indigenous coaching talent the movement of increasingly nomadic English coaches began to span a range of cultural contexts as well as geographical locations. Although other nationalities were also mobile, the English appeared almost everywhere across an expanding world. European clubs in particular sought what they considered a broader knowledge base from which they could develop approaches to player and team preparation. In essence they were seeking a „magic formula“ they felt could be constructed of the best constituent parts that coaching talent from other nations could offer, which, when added to their particular cultural values and beliefs, would produce successful team performance. The decades spanning either side of the Second World War highlighted an out-migration trend which was becoming both wider and, interestingly, more circular in nature.

Typifying this trend were some English coaches who migrated across continental landmass nations interspersed with return, domestic appointments during this period (Tables B and F). An early example was Liverpool-born itinerant coach Jesse Carver who, following a modest pre-war playing career with Blackburn Rovers and Newcastle United, worked with the Dutch national squad immediately following cessation of WWII hostilities. He returned to England coaching Millwall in 1948-1949 (Rollin and Rollin, 2009) before migrating to Italian giants Juventus (1949-1951). His repatriation as manager of West Bromwich Albion in 1952 was short lived. Unable to resist the lure of Italian football Carver coached at Lazio (1952-1953),

Torino (1952-1954) and Roma (1954-1955) followed by a brief return to the English game (Table B). A short tenure with Coventry (1955-1956) proved difficult. His ideas concerning players' physical fitness and lifestyle choices, accepted practice on the continent, were met with derision as established English professionals refused to engage in his methods. Given this ambivalence and thinly veiled resistance to occupational culture modification it was hardly surprising Carver „made little impression in England, the land of his birth“ (Harding and Taylor, 2003: 119).

Working with foreign players holding few pre-conceived ideas (and prejudices) had a profound effect on Carver who had modified his philosophical and practical approaches to affecting playing performance. Moving beyond engrained, asinine „traditional“ English methods that espoused playing as the only way of learning to play, Carver firmly believed technical and tactical input from a knowledgeable coach benefited players and worked assiduously to improve those who were receptive to his practice (Ibid). A season with Inter Milan (1957-1958) proved to be Carver's last in top-level domestic and European football. Failing to gain employment on repatriation he became disillusioned with the game and retired at the age of 48 (McOwen, 2002).

A similar ignominious fate befell a number of mid-twentieth century expatriate coaches like Carver who, after spending long periods working with European, South American and Eastern teams found difficulty in convincing English players and club officials there were other ways in which the game could be played. Unsurprisingly, many of these, arguably enlightened, coaches opted to continue working outside their birth nation (Table F).

The nomadic coaching career of Nelson-born Jimmy Hogan provides an interesting illustration of the way some English former professionals helped create and develop the technical skills and tactical acumen of foreign players yet failed to convince culturally stagnant compatriots. Faced with similar narcissistic resistance, unable to modify the entrenched occupational subculture of professional club football on his periodic domestic appointments, Hogan can be considered the most influential coach lost from English football. Although his playing career was prematurely ended through knee injury a „studious“ nature prompted an inquisitive football mind and a determination to talk and learn about the game (Fox, 2003: 28). A preference for the

„Scottish“ football style based on a blend of sound teamwork, passing and inventive play rather than the „stoical, phlegmatic and predictable“ English approach (Goldblatt, 2006: 192), distinguished him from his counterparts, feeding a desire to coach football according to *his* visions rather than entrenched dogma.

After a brief spell in Dutch club football with Dordrecht (1912) Hogan was invited by influential Austrian coach Hugo Meisl to work with the national team (Connolly and MacWilliam, 2006). In a remarkable pre-cursor to what many would consider standard practice in contemporary football, Hogan instilled a heightened sense of professionalism in player and team preparation by „manufacturing players“ (cited in Fox, 2003: 144). He taught players basic sports science principles such as controlled pre-match diets where meat was replaced by carbohydrates, fruit and vegetables, and how planned, regulated conditioning regimes supported innovative technical and tactical practice (Bray, 2006). Hogan’s ideological tenets encouraged the free flowing football commonly associated with the „Vienna system or Danubian School“ and although not initially successful, the attractive playing style made rapid progress tempering sound defence with patient attack based on passing and movement (Missiroli, 2002).

Following what were essentially peripatetic appointments in Germany, France and Switzerland he returned to manage Fulham for one season (1934-1935). Perhaps unsurprisingly, in an early demonstration of what was to become the increasingly ubiquitous concept of „player power“, Hogan was dismissed within a year because the Fulham players didn’t like his methods (Fox, 2003). At the outbreak of the Second World War Hogan returned to Hungary to coach the national team (1935-1936) before returning to his final post as part-time youth coach at Aston Villa. Hogan’s tenure as Hungary coach saw him establish a playing culture of what was essentially a prototype of „Total Football“. His insistence on proficient control, quick inter-passing to feet and fast, direct movement ahead of the ball galvanised a highly fluid tactical formation radically different to the W-M organisation espoused by English football at that time and, naturally, favoured by almost every other proselytised nation (Gray, 1999). Borne from a highly mobile enlightened coaching career that responded to host culture peculiarities, Hogan’s legacy of innovative methods of preparing players with exceptional technical ability and arranging them to play with tactical acuity greatly



influenced subsequent generations of Hungarian players and coaches who, in turn, disseminated his practices on their sojourns.

Although the English team continued to succeed and the popularity of the domestic game flourished, developments elsewhere went unnoticed or were ignored. Irrespective of such hauteur, new „models“ of play were evolving. What was rapidly becoming the global game was poised to shake its English roots to the core.

## **2.4 Football and English jingoistic traditionalism**

Social events, of any form, are embedded in a range of social processes and the basic task of enquiry is to help explain what may be considered important occurrences. Pawson and Tilley (1997) see socially significant or „trigger“ events as the product of mechanisms (influences) and context (social setting). Hence investigation of a particular relationship between the „specific“ and the „general“ of an aspect of social or cultural life invites consideration of the ways in which pivotal moments can influence a particular subculture within the context of wider society. Apple (1995:191) terms this „simultaneity (sic)“ which, he argues, prompts better understanding of both key events and their impact on socially transformative action. Several „trigger“ events like market-driven abolition of the maximum wage for players in 1961 and the football and spectatorship lessons learned from the 1989 Hillsborough disaster have had a profound effect upon English professional football policy that in turn stimulated increased research attention. However it is possible to advance an argument that an England-Hungary match in 1953 was a potentially pivotal moment for English football. Yet, unlike the maximum wage and Hillsborough triggers that catalysed positive, transformative actions, the innovative technical and tactical preparations conceived and successfully implemented by a foreign coach were met with dismissive arrogance (see later discussion).

Earlier review suggested there is broad agreement that English migrants were instrumental in the game“s global diffusion. Through what Giulianotti and Robertson (2009: 8) term a „trading ecumene“ itinerant workers inspired the founding of football clubs in many parts of the world. Although foreign nationals returning from an English education also helped transplant football abroad the game quickly became a

medium of cross-cultural socialisation spearheaded by expatriates who, as knowledge holders, naturally assumed patronage over their proselytes' development. Whilst interest may have been initiated by émigrés, touring professionals and migrant coaches enhanced the technical and tactical education afforded to novice players. Accordingly English football has historically occupied the cultural high ground when perceived threats are presented to its self-proclaimed paternalistic status as the game's founder and foremost authority (Beck, 2003).

Although the establishment of discrete national associations had seen football assume cultural significance in a range of societies, it was only a matter of time before growing international transport infrastructures prompted thought of inter-national competition and alliance (Taylor, 2010). Yet, whilst English clubs had toured Europe and the Americas extensively in the early twentieth century the Football Association (FA) questioned their value, arguing foreign opposition were unable to provide a serious challenge to the superior English players. As a result the principal usefulness of tours was regarded in missionary terms enlightening and edifying other nations.

Hutchinson (1996: 183) somewhat naively argues „the men who gave it [football] to the twentieth century and who wished to retreat inside their carapace... had not intended to rule the world.“ To advocate that the English did not see football as their preserve ignores the game's imperiously bequeathed global diffusion and is antithetical to the legacy of Anglicisation apparent in club names across the world. Moreover, a clue to the arrogance the English expressed lies in the title – *The* Football Association, not prefixed as in other nations as the *English* FA.

Goldblatt (2006: 77) agrees suggesting a tangible hauteur radiated from the FA whereby the

...superiority and sophistication of English and Scottish professional football was apparent to all... indeed the home nations considered themselves so advanced and so superior they looked at the rest of the world with a certain degree of disdain.

The English game and its administrators were locked into a myopic mindset towards football cross-fertilization perceiving other nations' attempts to catalyse more

expansive competition as a threat to its self-assumed global prominence effectively ignoring the game's evolution elsewhere. A good illustration of English hautiness was the way in which the FA declined an invitation from the French FA to join the *Federation Internationale de Football Associations* (FIFA) in 1928 fearing a loss of power and „unpalatable“ interference with the very substance of the „English“ game. Explaining the decision FA councillor Charles Sutcliffe wrote:

I don't give a brass farthing about improvement in the game in France, Belgium or Germany. The FIFA does not appeal to me. An organisation where such football associations as those in Uruguay, Brazil and Pan-Russia are co-equal to those in England, Scotland, Wales and Ireland seems a case of magnifying the midgets (Topical Times, 14<sup>th</sup> January 1928, quoted in Goldblatt, 2006: 240).

Although notions of English isolationism should be under- rather than overstated, since inter-association communication expanded alongside concomitant expansions in transport infrastructures, this endemic contempt was indicative of the way in which football was perceived to be „ours“ – not „theirs“. This is especially supercilious given the fact that two of the nations mentioned later became World champions. Embedded in English football culture, the tone of the statement also reflected the hierarchical way in which both the game and a national „high“ culture was supposed by many as a natural position. Because England gave the game to the World the way it was played, appreciated and developed in a different cultural location was, ipso facto, bound to be inferior.

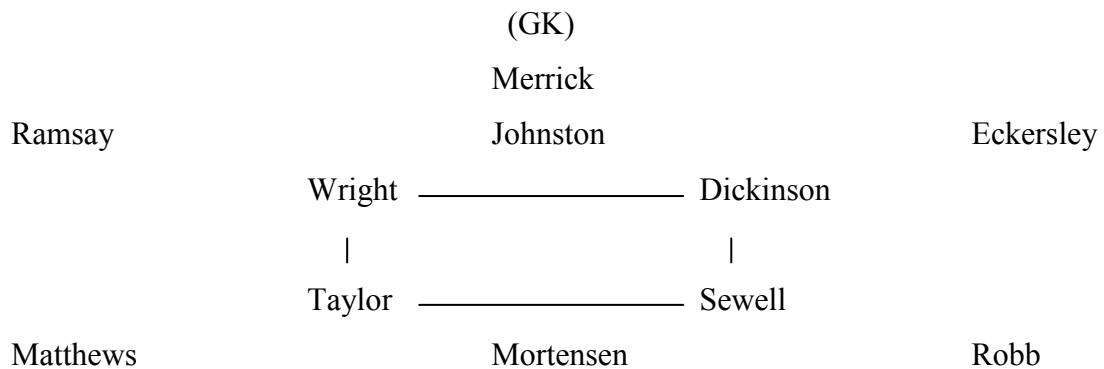
This uncritical self-belief was effectively destroyed on a sunny winter afternoon at Wembley stadium on Wednesday 25<sup>th</sup> November 1953 when, in what was arguably a watershed in the development of English football, the national team was defeated there for the first time by foreign opposition (although the Republic of Ireland were the first non-British team to win on English soil at Goodison Park in 1949). The Hungarian team had arrived almost unheralded yet remained unbeaten in four years and were 1952 Olympic champions. Yet English hauteur surfaced almost immediately when captain Billy Wright glanced at the opposition in the tunnel just before kick off. Noticing how their low cut boots and lighter match kit contrasted sharply with the heavier gauge attire and robust ankle high leather boots worn by the England players, he infamously remarked to a team mate „we should be all right here Stan [Mortensen],

they haven't got the proper kit" (cited in Taylor and Jamrich, 1998: 95). His smug disdain, emanating from the irreverence the English game and its" governing body showed towards the way football was played by other nations, was about to be shattered.

The Hungarians had gone through a 20-minute pre-match warm-up routine, a practice in itself completely alien to the England players, before a nervous Ferenc Puskas arrived at the centre circle coin toss seconds before Wright. As the military band wheeled away Puskas adeptly flicked the ball up and began juggling it „long enough to catch the eyes of the English players and cast the first seeds of real doubt about the outcome" (Fox, 2003: 194). The portly captain had not only demonstrated his skills at the „home" of football, he had portentously signalled a seismic shift away from utilitarian to individualised technical ability. True, England had gifted players who could pass or dribble past defenders but here was an inside forward ostensibly required to fetch and carry the ball for others exhibiting a far wider range of technical ability than considered necessary or even possible for that playing position - according to English orthodoxy.

Having dominated early proceedings and establishing a 2-1 lead, it was the third Hungarian goal that arguably dented English confidence in their self-acclaimed technical and tactical superiority. English captain Wright was considered the unbeatable stalwart of domestic football. Unflappable, supremely confident and a fair but uncompromising defender the Wolverhampton Wanderers player was the rock that epitomised the highly pragmatic English practice of tackling and pressurising opponents coupled with dogged endeavour and a relentless work ethic (Finney, 1960). „Left winger" Czibor, unexpectedly and unpredictably according to English tactical protocols, appeared on the Hungarian right flank cutting the ball back to Puskas who, having ran diagonally across the penalty area, received the ball on the six-yard line beyond the English near post. Sensing the danger Wright moved to block a potential right-footed strike from Puskas. Again exhibiting consummate control and technical flair, the Hungarian dragged the ball back with his left foot completely fooling Wright who, having being „hoodwinked... tackling thin air" (ICC, 1994: cover), slid harmlessly past. This allowed Puskas to turn and smash the ball beyond a startled Gil Merrick in goal. The finish was as stunning as it was revolutionary – a demonstration

of unprecedented technical ability and tactical fluidity. It was more than a manifestation of „audacity, simplicity and artistry“ (Fox, 2003: 196) since despite post match comments from Wright that confirmed England „had completely underestimated the advances the Hungarians had made“ (Cited in Jamrich and Taylor, 1998: 96), the goal had exposed English myopia and belligerent faith in stagnant tried and trusted „kick and rush“ playing orthodoxies.



(Adapted from Wilson, 2008)

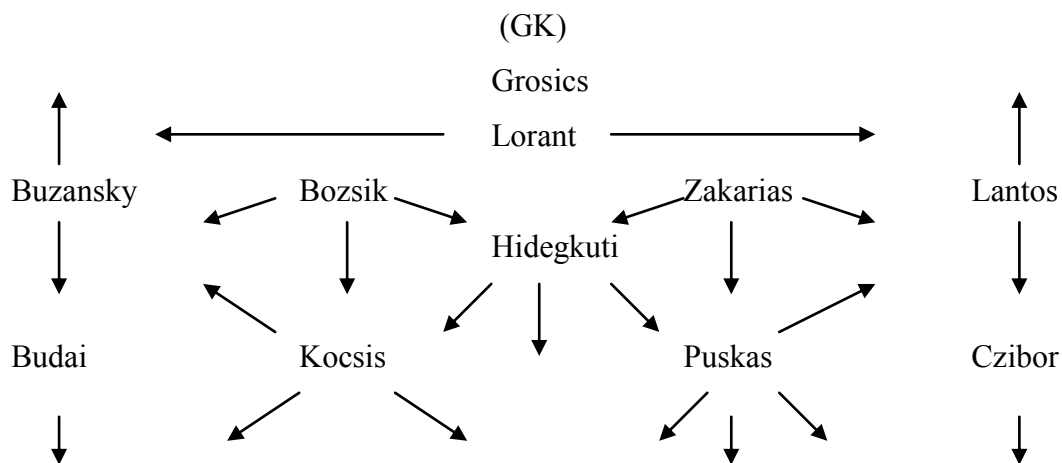
Predictably, England had lined up in their accustomed Herbert Chapman inspired W-M framework (Wilson, 2008) of two full backs (Ramsay and Eckersley) flanking a solitary centre-half (Johnson) whose sole purpose was to man mark the opposing centre forward. Right and left halfbacks (Wright and Dickinson) patrolled the „channel“ area (the space between central defenders and their respective full backs) supporting two „inside“ forwards (Taylor and Sewell) who operated behind a single striker (Mortensen) and two wingers (Matthews and Robb).

The W-M formation essentially structured a series of individual contests since players traditionally occupied the same areas of the pitch as their opponents. However, this relatively inflexible tactical arrangement was unable to cope with a Hungarian team that had mastered the art of „intelligent“ movement off the ball irrespective of playing position and field location (Kowalski and Porter, 2003). Hungary’s 6-3 win was more than a victory. It was a display of overwhelming technical and tactical superiority that took English football, accustomed to muscular dominance, completely by surprise. In effect, English football’s (more accurately the FA’s) self-imposed isolation from the

world game had notice served of technical and tactical evolutions beyond its imagination.

Some commentators argue the „unconventional“ Hungarian formation was a 2-6-2 comprising two deeply deployed central defenders covering three widely spread defensive midfield players who supported three more advanced midfielders attacking spaces created by two very widely positioned wingers (Gray, 1999). Others interpreted the tactical set up as a 1-3-2-4 arrangement where a single sweeper roamed behind a stopper centre-half flanked by two „half“ backs occupying the „channels“. Two asymmetrically assigned deep lying forwards interchanged positions with two central strikers breaking into any spaces they left having dragged opposition defenders with them as they withdrew. In staying wide two wingers attracted their respective full back’s attention thereby rendering them ineffective at covering defensive colleagues (Bray, 2006).

However, although the game’s significance has been reviewed by a number of academics this study’s notational analysis of BBC television’s recording (ICC, 1994) of what was a fateful day for the domestic game revealed much more subtlety than many first perceived. Founded on players’ technical ability to operate in a number of playing positions Hungarian coach Gustav Sebes’ groundbreaking tactical formation was designed to exploit the English „way“. Analysis reveals Sebes had arranged his team to work the spaces within and around the square „heart“ of the English W-M and, more importantly, to cause confusion in the preferred „man“ marking and defending orthodoxies.



(Developed from BBC TV footage, ICC, 1994)

Inaccurately termed a „withdrawn centre-forward“ (Fox, 2003: 191), Sandor Hidegkuti was effectively an advanced midfielder playing in the „hole“ between forward and midfield lines moving his marker out of position creating space for two advanced central midfielders (Puskas and Kocsis) to exploit with forward runs. Width provided by right (Budai) and left (Czibor) wingers ably supported by overlapping full backs (Buzansky and Lantos) helped further dislocate English players from their team „shape“.

Clearly, both sets of players had their respective responsibilities but a key distinction was that the Hungarian tactical formation was a series of *starting* positions whereas England“ s players were arranged in their assigned *playing* positions. This Hungarian tactical innovation juxtaposed against the rigidity of England“s prosaic W-M playing formation, considered „the only conceivable way to play the game“ (Gray 1999: 29) proved to be a conundrum the English could not solve. Relaxed post-match media coverage was, arguably, patronising explaining the Hungarian victory as a freak result and the typically bustling English strength, speed and long passing game was unable to prevail as the foreigners played the „wrong“ way. Ironically some ascribed the defeat to Hungarian ignorance of English amateur mores rather than professional guiding tenets that considered external input from scientists or coaches contravened notions of „fair play“ (Russell, 1997; Mason, 2007; Craig and Beedie, 2010). In reality if any ignorance was shown it emanated from the English in failing to recognise and acknowledge innovation in tactical planning and technical team/player preparation practices.

Amazingly, when the two teams met again in May 1954 at Budapest“s Nepstadion English stoicism remained clearly evident leaving Puskas to observe:

Within minutes we realised the English hadn“t even changed their tactics since our last encounter, which was a big surprise. They just played the same; it was the only way they knew how to play and they stick to it (cited in Jamrich and Taylor, 1998: 114).

This tactical inertia arguably demonstrated a heady mix of naivety and nostalgia and, more than likely, an inability to change archaic ways. The feeling persisted that despite Hungary“s run of 25 successive international victories and Olympic title, the

6-3 Wembley win was fortuitous and that the English way remained the optimum approach to playing the game. England lost the return match 7-1.

Hungarian football, effectively a manifestation of the game's development beyond English shore lines, had exposed English football's self-imposed isolationist arrogance, fuelled by „hallowed convention and the self-assurance of the past“ (Goldblatt, 2006:192), and visibly demonstrated the changing landscape of the global rather than the „English“ game. Hungary's victory in England, irrespective of the Budapest result, was a potential watershed for the technical and tactical development of English football. But, whilst the rest of the world took notice of how the game *could* rather than *should* be played if players were given perceptive technical advice and tactical guidance, the results were met with indifference by the English FA.

Of profound interest to this research is that far from being fortuitous the Hungarian displays were testimonies to the meticulous planning of Gustav Sebes whose preparations began after watching England's providential 4-4 draw against the rest of the world in October 1953. The coach persuaded FA president Stanley Rous, who was keen to foster international football relations, to give him three English match balls and arrange a stadium visit. Once at Wembley Sebes donned his boots and began running around the pitch checking its dimensions and the bounce and run of the harder balls on its lush turf. Choosing the same kick off time to monitor sun, shadow and light quality the coach gathered enough information to enable preparation of his team under similar conditions they would face in England the following month. Once back in Hungary Sebes found a pitch that best matched Wembley's soft surface and re-marked it to exactly replicate the playing area he had measured. Having insisted the English ball would be used exclusively in training Sebes instructed opposing players in practice games to adopt the W-M formation, even coaching them to play like their English counterparts (Bray, 2006).

This level of planning based on highly particularised technical and tactical preparatory methods was completely antithetical to English approaches founded on individualised contributions borne from natural playing ability which cynically perceived coaching as unnecessary intrusion. Wilson (2008: 91) rightly observes it wasn't only Sebes' innovative formation that won the game since „while the tactics



permitted the technique to flourish, without the technique the tactics would have been redundant“.

In contrast to meticulous Hungarian planning English management, having seen their impending opponents scrape a dull draw with Sweden ten days prior to the Wembley game, *must* have noticed their innovative tactical set up (even if only appearing unconventional) yet appeared to do little in response. It remains unclear if England devised a counter-plan that failed or simply felt their own tactics would prove superior but in either case reliance on tried and trusted team and player preparation appeared unaffected, apparently unconcerned (Bray, 2006). It may be argued the reaction from those involved in English football at that point in history was more than „Europhobic“, „globophobic“ or even xenophobic – its fundamental ambivalence to football played elsewhere was driven by an arrogance that apathetically disregarded other „visions of football“ (Guttman, 2003: 349). Although the English believed they were masters of the game, continental football“s development had effectively cast doubt on claims of fundamental superiority.

Interestingly, the Wembley game was set against a political backdrop of ideological conflict with totalitarian states such as Hungary seeking opportunities to reinforce the success of their regimes over capitalist beliefs through sporting achievement (Mason, 2003). Paradoxically, although a long standing communist Sebes had actively encouraged individual exploration of heterodox ideas, a convention contravening communist doctrine that espoused collective endeavour. Yet, his protean tactical plan to exploit areas between and behind English players required quick passing interchanges linked with selfless movement off the ball to create space for teammates. Realisation of Sebes“ strategy relied on coaching tactical understanding in his players and the technical ability to control and pass a ball efficiently regardless of field position. Although hardly robotic England had players with dribbling flair, good control and passing and resolute defending skills yet, reflecting their coaches“ philosophy, the Hungarians were encouraged to improvise and innovate within a team framework. For Mason (2003: 8) this amalgamation was „the perfect marriage of individual skill to collective purpose and understanding.“

The brilliant technical and tactical performances by the Hungarian „Golden Team“ (Marschik, 2001: 12) and its visionary coach had effectively displayed new levels of team and player preparation to the world. Yet, ironically, it was an expatriate English coach - Jimmy Hogan - who, having been afforded licence to communicate his preparatory and playing ideals to open-minded audiences, played a significant role in the development of Hungarian football. After watching the Wembley game as the Hungarian FA's guest Hogan admitted „I don't think we had ever been prepared to look at what the foreign sides had done and been ready to think that they could teach us something“ (cited in Fox, 2003: 196).

Although not directly responsible for the Wembley and Budapest victories Hogan's principal contribution, along with a number of enlightened expatriate coaches, was the establishment of a coaching culture that was as far removed culturally as it was geographically from his domestic experiences (despite gaining in popularity notions of coaching as a worthwhile activity were resented, refuted and resisted by many players and clubs). The superciliousness periodically displayed by the English game contrasted sharply with an openness to creativity and innovation other nationalities exhibited. Clearly it could be argued such mindsets are a legacy of Imperialist cultural domination or suppression. Yet, despite common regulatory protocols, given the game's globalisation and nationalistic reaction to subjugation football cultures were always unlikely to be homogenised, evolving according to particular socio-cultural conditions.

## **2.5 Summary**

The diametrically opposed concepts of homogenisation and heterogenisation are employed by globalisation theorists to advance notions of cultural convergence or diversity. Giulianotti and Robertson's (2009: 62) examination of football within this conceptual juxtaposition suggests „processes of homogenisation *and* heterogenisation are evidenced in the globalisation of football. . . nations share similar league systems, but interpret the game in varied ways“. Their argument concerns football's ability to both connect and distinguish a range of „social groups“ (Ibid) who associate themselves with the game in a variety of ways. The occupational culture of football is a prime example of how governing bodies ensure enforcement of consistent playing

protocols, yet distinctive technical and tactical nuances have evolved influenced by particular social, cultural and geographical contexts.

Historical analysis of football's global diffusion reveals expatriate English coaches played a principal, but not exclusive, role in football's global development. Those foreign coaches who operated successfully in different cultures modified their practices according to the cultural contexts and conditions they found on migration (Taylor, 2010). Ironically, shrouded by conservatism, inertia and complacency, the majority involved in the domestic game fervently dismissed coaching insisting that while English players were born, foreign players had to be manufactured. The 1953 Wembley match could have been a catalyst for change. But, the significance of the result and the Hungarian team's performance was largely ignored.

A trend was emerging in that although football clubs outside England were willing to adapt and apply the knowledge brought by non-indigenous coaching talent, English clubs rejected any input – even from English coaches who had experienced the game's technical and tactical development abroad (Lanfranchi and Taylor, 2001). Darwinian thought advocates evolution as a pre-cursor to prosperity. This endemic dinosaur-like reticence to acknowledge let alone respond to or respect, change was to have repercussions as the twentieth century unfolded. It appeared English football pride, borne from a heady mix of blinding faith in tradition, smug complacency and crass disdain for innovation, was about to freefall.

Although the process has been largely reversed since the mid-twentieth century because of an accelerated in-migration of non-indigenous players there has been a smaller but arguably highly significant concomitant increase in the number of foreign coaches plying their trade in elite level English football. Not only is this a manifestation of more expansive global movement patterns of economic and human capital, players and coaches and managers predicted by post-fordist global sport economists (King, 1993), it is also indicative of widening cultural interfaces. Partly facilitated by relaxed migration policies there is an intensifying proclivity for elite sporting labour mobility to move on a pan-European and global scale.

## **Chapter 3**

### **Labour migration and professional football**

## **Labour migration and professional football**

### **3.1 Introduction to migration**

The United Nations estimate over two hundred and fourteen million people will be living outside their birth nations at the end of 2012 (UN, 2009). This figure confirmed earlier suggestions that global migration was occurring on an unprecedented scale (OECD, 2003) with „over three percent the World“s population living in a country other than the one in which they were born“ (UN, 2006:1). Simultaneously, free movement across the European Union and a staged enlargement of member countries able to afford transit to migrant workers have seen the pace and scale of temporary and permanent migration grow in demographic, social and cultural importance (Bauer, Haisken-DeNew and Schmidt, 2004; Unison, 2006).

In addition, the real and perceived effects on donor and host nations associated with migration have stimulated popular concern and academic interest in policy and processes implicit in human mobility issues. According to the 2002 International Migration Report (UN, 2002: 1):

International migration, with its intricate web of demographic, social, economic and political determinants and consequences, is a topic that has moved to the forefront of national and international agenda.

King and Oberg (1993:1) similarly observed that as an area of academic and public interest:

Migration has re-emerged as one of the great (global) challenges...important not just in the eyes of economists, administrators and social scientists, but in the minds of ordinary people as well.

Focusing on the movement of people across the Continental landmass, they feel “fortress Europe“ is „under siege from the invasion of an army of immigrants“ (Ibid.). Their use of military metaphors appears a little alarmist but reviews of a number of European government migration policies (Neissen and Schibel, 2005; IPPR, 2007) clearly demonstrate that the tide of migration affecting many nations within the European Union (EU) is swelling rather than subsiding. Kirkup (2009) also feels increasing numbers of EU and non-European citizens are leaving their homeland

seeking security, residence or employment opportunities elsewhere. In common with other political commentators Hall (2008) expresses concerns about potential negative impacts migration may have on the UK economy and care agency infrastructures rather than any social, cultural and, cognisant of a principal focus of this study, transferable expertise benefits that may be accrued. The concept of migration, like its effects on host and donor countries, is a contested one that requires further examination.

### **3.2 Conceptions of migration**

Hobsbawm (2000:191) has argued that the history of the late twentieth/early twenty-first centuries

...will inevitably have to be written as the history of a World which can no longer be contained within the limits of „nation“ and „nation-states“ as these used to be defined...[rather, these will be seen] as retreating before, resisting, adapting to, being absorbed or dislocated by the new supra national restructuring of the globe.

His account of the decreasing importance of nationalism in the „global political programme“ (Ibid.) resonates with broader debate on economic globalisation that has the movement of human capital at its heart. Migration can, however, be related to a number of factors. Historically people have moved from different parts of the world to explore, colonize or exploit natural resources. In contrast some conceptions of migration present it as a phenomenon catalysed by the development of information communication and transportation technologies associated with globalisation (Held, McGrew, Goldblatt and Perraton, 1999). Ignoring temporal dimensions, Winder (2004: 8) prefers to compare migration with weather - human weather - whereby „people drift along on currents created by the tension between areas of low and high pressure.“ For him, such tensions include economic disparities or war yet although somewhat simplistic, this meteorological analogy has some merit since people can choose to follow favourable conditions or move to what they perceive as calmer climes. Others, however, may have migration from their preferred environment forced upon them by violent political events leading some commentators to argue for total freedom of movement in a borderless world considering migration a basic human right (Pecoud and Guchteneire, 2005).

As geographical, political and cultural boundaries are now crossed more frequently than ever (OECD, 2003: OECD 2006) the words „migration“, „mobility“ and „movement“ are often indeterminately applied by a range of interest groups. It is important to distinguish between the terms which are often used interchangeably. Offering what may be considered definitive explanations Klassen and Drewe (1973: 14) maintain that „mobility is the propensity to migrate, migration is the decision itself.“ Outlining a further classic distinction Kosinski and Prothero (1975:1) discern that:

The term *mobility*... includes all kinds of territorial movements, both temporary and permanent, across various distances. *Migration* is much more restricted and relates to a permanent change in residence.

They add that „*migrants*“ are those who move between political units whereas *movers* are those who move within them (Ibid: 2).

In addition to indigenous personnel who fall into this category, such „movers“ provide interesting and useful comparisons as some migrant football coaches move intra-nationally between clubs once established in a particular country. For example Dutch international Ruud Gullit managed both Chelsea and Newcastle United whilst West Ham manager Israeli Avram Grant was previously employed as Director of Football at Premiership rivals Portsmouth, Fulham and as head coach at Chelsea (Rollins and Rollins, 2009).

Williams (2007) reinforces the usefulness of framing the term „migrant“ in any investigation of migratory elite labour by suggesting the distance from home to place of work is such that the worker periodically returns home. Hence this study of football coaching talent migration can justifiably be considered migratory sporting labour because the individual (and usually his family) must leave their country of birth for employment opportunities. Such semantic posturing, whilst worthwhile in explaining differences between the meanings of related terms, does not offer a wholly satisfactory operational description that accounts for the temporal and spatial considerations required to accurately analyse the mobility status of individuals.

The temporal dimension is an important consideration as migrants may find difficulty in adapting to work practices and lifestyle choices in a different cultural landscape.

Although enclaves of similar nationalities can help preserve a „home from home“ style support network their very existence may suggest a reluctance of migrants to fully embrace a host nation“’s practices (Urry, 2000). There will, of course, be those who simply work abroad to enhance their expertise or knowledge in preparation for elevated occupational positions on return to their homelands. Williams, Balaz and Wallace (2004: 28) feel that „longer-term migration has increasingly been replaced by more diverse, shorter-term flows, so that it is more apposite to refer to circulation and mobility than migration.“ A study of UK based Polish workers conducted by Blanchflower, Saleheen and Shadforth (2007) also showed a circular rather than linear form of occupational mobility where repatriation on a more secure and financially advantageous footing was enabled by working in another country on a temporary rather than permanent basis (circular and circulatory career-enhancement migration forms the focus of later examination). Hence for the purposes of this study migration is considered temporary or permanent occupational mobility of a person (or group of people) from one geographical location to another that involves movement across administrative boundaries.

In many ways the movement of sports personnel has mirrored academic studies concerned with migration patterns and processes, which often attempt to embrace a number of inter-related factors (Poli, 2006). A recurring theme is the suggestion that migratory movement is a manifestation of the rapidly eroding sense of community in an increasingly globalised world that attaches emphasis to widening channels of interconnectivity (Urry, 2002; Felstead, Jewson and Walters, 2005; Cohen, 2010). Although such studies provide a well-grounded framework for exploration of work-related mobility from a range of similar broader socio-cultural perspectives migration literature often fails to focus sharply on specific occupations (this theme forms the basis of discussion later in the chapter). For example some studies have examined career-related mobility (Gold and Fraser, 2009) whilst others have attempted to link workplace activity to wider globalisation and/or migration issues (Pyoria, 2008).

However, a key factor underpinning contemporary growth in intra-national and international labour movement is the way(s) in which decisions to migrate is determined.



### 3.3 Factors influencing migration

Migration motivations can be based on a range of social, cultural, political or economic influences directly or indirectly affecting people. Given the different premises and methodologies their particular disciplines are founded on attempting to rationalise such decisions is problematic. Indeed, demographers, economists, political and social scientists often find difficulty agreeing a unilateral investigative approach (Castles and Miller, 1998). It is possible however to analyse why people migrate by examining any forces acting upon them, which may influence their decision.

A humanistic analysis sees the individual as an active decision maker – able to consider competing options. However, structuralist analyses of migratory trends contend that there are occasions when the individual has little or no choice to move from one location to another. The concept of „push“ and „pull“ forces helps rationalise pro-active or submissive reasoning underpinning the decision to migrate (Feld, 2000). If particular sets of circumstances evolve threatening an individual’s safety, employment status or social/community inclusion they may have little option other than to consider leaving their permanent residence. For example, if racial, religious, political or ethnic persecution occurs a strong „push“ force may drive a person, or group of people, away from their homeland (Vertovec, 2007). Conversely, if a person is secure in their birth nations the lure or „pull“ of a more attractive political, social or most commonly, economic conditions - and the material benefits they may bring - can catalyse emigration (Williams, 2007).

The movement from one particular labour market to another also qualifies an important preposition in general economic literature (Bauer and Zimmerman, 2002). Analysing the emigration process in terms of neo-classical labour market cost-benefit dynamics this dogma suggests that immigrants move primarily in response to the pull or lure of better relative rewards-to-skills ratio they anticipate in their destination country compared to those returns available in their country of origin. Adopting a similar classically econocentric approach Hall (2005: 940) maintained that workers respond to a „plus“ situation and move from low to high wage areas declaring that „migration is essentially labor (sic) reallocation in response to market needs, the scale of which could stretch from the local area to the globe as a whole.“ It may be argued

this neo-classical equilibrium perspective is both individualistic and ahistorical since it places an individual's decision to migrate beyond any structural constraints (such as government in/out-migration policies) that may affect their ability to move.

Based on utility a neo-classical economist approach ultimately assumes that „individuals search for a country of residence that maximises their well-being“ (Borjas, 1989: 461). Following Clark and Souden (1987), Whyte (2000) outlines four types of economically-driven migration patterns: They are: local migration where workers move between relatively static, localised labour markets; chain migration occurs when there is an established link between a community labour source and a particular employment location; cyclic migration patterns arise when work is available on a fixed term basis where the worker returns at the end of a set period or season. Lastly, he identifies career migration as the movement of a person to another geographical location or milieu to enhance personal knowledge, experience or expertise. Whilst such categorisations may merge and, as a consequence, never be definitive, the final category resonates closely with the focus of this study whereby workers decide to migrate in the pursuit of financially *and* professionally attractive employment elsewhere.

It appears one-dimensional explanations of global migration through over-emphasis on neo-Marxist economics appear to succumb to the almost ubiquitous reasoning that causes and effects of migration are predominantly econocentric in nature (De Haas, 2008). However, the opportunity to „test“ their capabilities at a more prestigious level of football or different occupational sub-cultural environment may also prompt football coaching talent to move intra- or internationally as part of a deliberate career development plan (Smith, 2008). Although such postulation often fails to fully acknowledge the social and cultural catalysts, constrictions and consequences of human movement it does, however, provide a useful platform on which to base an examination of the historical development of migration trends.

### **3.3.1 Historical perspectives**

The fluidity of human migratory movement from pre-historic times can usually be traced back to the effects of dramatic environmental change and armed conflict.

Arguably, the most important factor underpinning the ease and scale of early movement was the pace of advances in communication technology and improved popular access to more sophisticated and cheaper transport systems operating across national and international borders. Consequently many feel that mass intra- and international movement of people is closely associated with industrialisation rather than early forms of globalisation (Held, McGrew and Goldblatt, 1999; Steger, 2003).

Although the population of many pre-industrialised nation states was „relatively immobile, with people being born, living and dying in the same community“ the volume and range of destinations increased dramatically with the dawn of the nineteenth century (Whyte, 2000: 5). As production centres expanded there was a rapid, exponential increase in manpower demands. Set against the social and economic backdrop of the Industrial Revolution the movement of people from rural environments to major towns and cities within the rapidly growing process of urbanisation was commonplace. Despite squalid, unsanitary living conditions thousands of workers left their agrarian existence seeking fortune and prosperity on the back of sprawling industrialisation (Arango, 2000; De Haas, 2008). The period between the late 1800s and the First World War was an important epoch for popular movement as capitalist modes of production moved beyond the UK and spread across much of the globe (Kirk, 2003).

International migration faded between the World Wars as host nations gradually implemented increasingly stringent immigration regulations, policies and quotas in response to economic austerity (Stalker, 1994). However, by the end of World War two (WWII) many countries involved in the global conflict had suffered massive casualty loss, which effectively robbed them of a prime age workforce. As a consequence many post-War regeneration programmes had the necessary economic resources but desperately lacked available manpower and skilled labour. Such societal reconstruction, embracing pro-active recruitment prompted widespread migration across most of Western Europe (King, 1993).

The 1970s was a period of uncertainty with many European nations experiencing some form of recession. As national economies stabilised and eventually began to strengthen, countries across continental Europe adopted migration management or

selective labour recruitment policies (Castles, 2000). Unsurprisingly this recovery phase, framed within the notion of European economic affiliation, has neo-liberal economic discourse as its guiding philosophy supported by „the logic of the single market [that] pointed to the advantages of competition and deregulation, and which demanded a workforce ready for the challenge“ (Jordan and Duvell, 2002: 46). This was to prove a turning point in the way migration was perceived across Europe. The combination of market forces and a drive towards „Europeanization“ via a revised European Union (EU) led to what Favell and Hansen (2002: 597) described as an „inability of [member] states to enforce their jurisdiction over labour mobility“ since they are bound by common policy concerning the movement of goods, services and labour. In short, member states were prohibited from managing cross-border movement.

### **3.3.2 Migration policy – a European Union Perspective**

The Primary objective of the EU, in its original constitution as the European Economic Community (EEC) was to minimise the likelihood of war in Western Europe through the implementation of common laws and policies making member states economically (if not politically) interdependent (Amin, 2000). The existence of a single market, laudable though it is, is still proving somewhat difficult to sustain - language barriers being an obvious example. However, relative differences in the developmental stages of some member state economies continue to inhibit full realisation of a single market ideology. Staged expansion of the Union, especially over the course of the last decade, has brought new problems – a major concern being the economic migration of workers from poorer nations (particularly Eastern European workers). This has led some commentators to fear „increased unemployment and downward pressure on domestic wage structures“ across the union (Hall, 2008: 7). Conversely a number of nations adopted a more positive perspective hoping migrants will plug skills/labour shortages and thereby contribute to economic growth helping realise European Commission (2002: 3) ideals championing:

Free movement as a means of creating a European employment market and of establishing a more flexible and more efficient labour market, to the benefit of workers, employers and member states. It is common ground that labour

mobility allows individuals to improve their job prospects and allows employers to recruit the people they need.

More European Union citizens than ever are moving to other member states as part of a trend which involves the in-migration of „asylum seekers, refugees, displaced persons, reunited families, labor (sic) and increasing numbers of business migrants“ (International Debates, 2004:65). Appositely Niessen (2001: 42) points out that „there is not a single European country that is not being affected by migratory movements.“ However, contemporary European migration is neither a symbiotic nor two-way process. Sriskadarajah (2004: 7) reports that concerns expressed by several member states saw them place cautious „transitional restrictions on the right of workers from new Central and Eastern European (sic) to live and work in existing member states“ with the caveat of unrestricted access phased in by 2011 (Johnston, 2008).

As the EU grows there appears to be a concomitant growth in potential for far greater movement as workers from new member states seek to exploit improved working and living conditions available in the more developed economies. However, there is a fundamental contradiction in the increased liberalization of trade and capital flows, and the maintenance of tight regulatory controls over migration. On the one hand commercial enterprises have few restrictions governing the exchange of capital, goods, services or personnel and welcome wider markets yet member states have no way of limiting the influx of European labour seeking work. The same rules do not apply to non-EU workers.

### **3.3.3 A United Kingdom perspective on in-migration**

Debate surrounding current UK migration policy and migrant recruitment processes usually centres on three tenets (Johnson, 2006; Travis, 2006). Firstly, regardless of skill levels, replacement labour is required to counter „population aging and demographic shortfalls“ (Home Office, 2002: 1). Secondly, within the context of the concept of a „global market“ highly skilled immigration is perceived as an „engine of economic growth“ (Ibid.). Thirdly, certain areas of expertise and skill such as communication technologies are evolving without a commensurate development of a suitable workforce. Yet, the perceived shortage of specific abilities may be due to domestic skills market deficiencies or because of a mismatch between growth

demands and labour supply that outpaces personnel training and development. Either way, within both the constraints and attractions contained in the UK's system of selective immigration policies organisations are increasingly forced to look beyond home skills markets to recruit suitably qualified, skilled and/or experienced personnel.

### **3.3.4 Non-EU national migration into the United Kingdom**

Fearful of the „undertow“ of unchecked immigration swamping social infrastructures (Ford, 2007c: 2), UK government administrations have repeatedly advocated the need to control the influx of foreign workers on the basis of addressing particular skills shortages in a nation's labour/skills markets „that cannot be met by free movement“ (McLaughlan and Salt, 2002: 6). Although policy proposals have been systematically tabled at the European parliament, there is no agreed legislation concerning the immigration of non-EU citizens. Each member state decides permissive or restrictive policy depending on specific demographic trends and particular skills shortages (Castles, 2000).

### **3.3.5 The Work Permit Scheme**

Following election in 1997 New Labour began its first term in office assuaging public fears emanating from previous Tory immigration policy which had attempted to balance domestic labour shortfall redress against barring non-EU citizens, refugees and asylum seekers from exploiting welfare contingencies (Labour Party Manifesto, 1997, [www.labourparty.org.uk](http://www.labourparty.org.uk), accessed 9/9/2005). The New Labour administration considered their initial immigration policy an optimum way of selecting economically useful migrant workers rather than imposing unilateral prohibition. The aegis of „managed migration“ outlined in the White Paper *‘Secure Borders, Safe Haven – Integration with Diversity in Modern Britain’* (presented to Parliament by then Home Secretary David Blunkett in February 2002) mirrored New Labour's idealistic approach to modernisation and globalisation by seeking to tailor the immigration of human capital to the demands of industry. The Paper conveyed a sense that migration was both inevitable and a necessary part of globalisation. However, it tempered that perspective against a commitment to ensure immigration would only be encouraged when and where it met British business needs (Flynn, 2005). A primary condition of

admission surrounds the nature and level of expertise, skill or experience required by potential employers.

Responding to media-hyped calls for greater control of immigration *The UK Borders Bill* (2007), introduced in Parliament on 25<sup>th</sup> June 2007, proposed a sophisticated „points-based scheme“ (Thorp, 2007:3) whereby employment permits were only granted to those who scored highly in terms of their abilities to contribute to discrete, stipulated professional or highly skilled occupations (Home Office communication, 18/4/2007). Implemented in February 2008, the procedural and largely bureaucratic system only allows migrants to enter the UK under one of five tiers. Tier one consists of the highly skilled including doctors, scientists and entrepreneurs. Skilled workers possessing job offers in teaching, nursing, sport or entertainment for example constitute the second tier. Low skilled workers able to contribute to specific temporary shortage areas make up tier three whilst students, youth and short-term workers are categorised as tiers four and five. Points awarded to applicants „reflect aptitude, experience, age and also the level of need in any given sector, to allow the UK to respond flexibly to changes in the labour market“ (biahomeoffice. gov.uk website accessed 10/8/07).

Although categorised as tier two skilled migrants, sport and entertainment applications are currently unaffected by the introduction of the points system. The Home Office Directorate – Work Permits UK – regularly consults with a number of key employers including the Professional Footballers Association (PFA) and League Managers Association (LMA) to identify the range of skill shortage areas and their relative economic, social and cultural importance. Work permits can cover periods ranging from several months to several years and are specific to the job for which they were granted as applications are considered wholly on the basis of distinctive suitability. Sport and entertainment again differs slightly from this process in that evidence is required to substantiate distinctiveness from available indigenous labour.

### **3.3.6 Applying for Work permits on behalf of football talent**

A prospective UK employer applies for work permits on behalf of non-EU citizens to the Border and Immigration Agency (BIA) through the completion of form WP3

(Home Office - BIA, 2007). Initial applications concerning sportspeople including both first team football players and coaches/managers (the form does not distinguish between the two roles at this point) must include a full job description, details of the agreed contract and confirmation of performance venues such as a fixture list (Ibid: 6). The application form, which has a maximum duration of five years, also contains a section requiring the employing club to justify their reasons for employing a particular person. Here the club must provide evidence how a player or coach/manager was recruited; why a resident worker was not considered a suitable candidate; and how the proposed player or coach/manager is „uniquely qualified for the stated role“ (Ibid: 7).

Similar to players“ criteria work permits will only be issued to managers and first team coaches „of the highest calibre who are able to make significant contributions in footballing (sic) terms to the development of the UK game at the highest level“ which includes the *Premiership*, English, Scottish, Welsh and Irish Football Leagues (BIA, 2007b: 1). In addition coaches and managers will only be granted a work permit if they hold overall responsibility for first team preparation and selection; hold a UEFA professional licence or equivalent; or, have managed/coached in a professional league for at least two of the preceding five years; or, have managed an international team ranked at or above seventy-fifth in the FIFA World rankings (Ibid: 2). Chelsea, for example, defended the appointment of Israeli Avram Grant and Brazilian Luiz Felipe Scolari referring to these criteria in support of their employability as distinctive arguing the absence of equivalent indigenous coaching ability. Hence it is accurate to consider successful candidates as high quality expertise that is superior to and distinctive from indigenous coaching talent.

Labour mobility between member states is, of course, a fundamental right in EU law (Directive 2004/38/EC – European Parliament ruling PE-Cons, 3651 dated 29/4/2004). Attempts by a number of national football associations to argue the peculiarity of professional football from other forms of contracted employment succumbed to the clear, precise Bosman ruling (1996), which successfully challenged both national and governing body employment policies. The European Courts of Justice ruling effectively protects players“ and coaches“ rights to ply their trade under the same working conditions enjoyed by other professions (Parrish and McArdle, 2004). In essence they have „self-employed“ status and agree a fixed term contract.



Whilst they remain under that contract a club may transfer a player or coach to another for an agreed fee. It is their right (or an agent acting on his behalf) to negotiate terms with the buying club or to decide whether to move at all (Blanpain and Inston, 1996). Similar to other tradesmen once a contract expires the player is free to seek employment elsewhere without any form of „selling on“ or fee conditions (Ericson, 2000).

Interestingly, FIFA President Sepp Blatter (2008), advanced the notion football should be completely exempt from employment regulations in order to control rather than facilitate player migration. His proposed ‘6 plus 5’ quota, forcing teams to play five home grown or indigenous players, was effectively dismissed according to EU immigration policy permitting unrestrained movement of EU nationals across the Union. Similarly, it would almost certainly be regarded as an attempt to restrict non-EU elite labour mobility that, according to human rights legislation, has the opportunity to utilise their talents in nation states devoid of particular skills capital (Unison, 2006). Interestingly, his defence of elite level footballers who he sees as no more than „modern day slaves“ (Ibid: 1) that should be allowed to move between clubs whenever they wish, was seen by many as both contrary to employment law and professionally irresponsible since Blatter effectively advocated universal breaching of contractual obligations.

In essence, football talent migration is „fundamentally bound up with general migratory patterns“ (Lanfrachi and Taylor, 2001: 3) aided by sympathetic migration policies, that are interwoven within broader globalisation processes such as industrialisation and cultural interpenetration (Giulianotti and Robertson, 2010). As time and space are compressed the global-local football talent migration nexus can be considered from a number of competing notions of globalisation.

### **3.4 Sporting labour mobility in an increasingly globalised world**

Well-documented accounts of exploration, conquest and colonisation confirm a long history of international interaction between different societies (Castles and Miller, 1998; Cohen and Rai, 2000; Faist, 2000). However, the closing decades of the twentieth century heralded the nascence of a „new, more dynamic form that reshaped

and redefined business and personal lives“ (Winter, 2003: 7). This phenomenon has been ascribed to globalisation which some consider „the widening, deepening and speeding up of worldwide connectedness“ in all aspects of contemporary social life (Held, McGrew, Goldblatt and Perraton, 1999: 2).

Acknowledging „shifting forms of human contact“ as its locus, Steger (2003: 7-8) adopts an equally universal approach suggesting the term globalisation has been used to describe „a process, a condition, a force and an age“ (Ibid: 8). However, like many sociological concepts the term globalisation is not neutral. As various academes develop distinctive prepositions as bases of analyses, the concept of globalisation itself is becoming increasingly contested. Indeed the complexity and interactive nature of perceived processes and products associated with globalisation affects the premise from which the concept is interpreted (Craig, 2008).

Rowe (2003: 282) feels the „master concept“ of globalisation has progressed from a technical term employed by academics to supplant modernity, to a ubiquitous descriptor attached to social, cultural and economic transformation. Reworking Gidden’s (1990) notions of „time-space“ compression as an explanation for increasing interdependency and connectedness, Went (2000: 5) argues globalisation „is portrayed as an unavoidable and irreversible process...like some natural phenomenon drastically changing our lives... transforming time and space“. In similar vein Hartungi (2006: 729) perceives globalisation as „a process of increasing connectivity, where ideas, capital, goods and people are transferred across country borders.“

Maintaining that elite sporting labour mobility is an established feature of sport’s global village, Maguire and Pearton (2000: 7) add that multi-directional flows of people, values and practices have led to „an increased awareness of the world as a whole. People become more attuned to the notion that their lives and places of living are part of a single social space – the globe“. Cohen (2006: 192) makes a sanguine attempt at capturing the essence of what he feels is an empirically proven phenomenon, affirming that globalisation „involves the increasingly open flow of goods and capital, the ever expanding movement of people“ who migrate for particular reasons.

### 3.5 Migratory movement typologies

Analyses advanced by Kosinski and Prothero (1975), Arbena (1994) and Klein (1994) offered simple, directional explanation for sporting migrant movement highlighting in-migration, out-migration and intra-migration as the primary forms of labour mobility. Whilst there are clearly identifiable in/out/intra migratory trends some commentators have since superimposed mobility motivations on such movement patterns. Maguire (1996) sees some as proselytisers, almost missionary-like pioneers who fervently diffuse their knowledge in an attempt to influence natives or novices. Eager to sample a range of cultures there are others who use their talents to facilitate nomadic movement. Conversely the geographically mobile who then assimilate themselves in a particular cultural context are considered settlers. Migrants who work outside their birth nations purely for financial gain are, unsurprisingly, regarded as mercenaries who may also seek enhanced employment opportunities on repatriation on the basis of experience or knowledge accrued over the course of their sojourn.

Based on what they argue are clearly discernable movement patterns Maguire, Jarvie, Mansfield and Bradley's (2002) typology uses directional and intent causalities to both categorise and justify the status accorded to migrants as pioneers, settlers, mercenaries and nomads. Reinforcing the notion of financial gain as a principal motivation prompting sporting labour mobility, Magee and Sugden (2002) outline a more comprehensive categorisation. Their ethnographically informed study identified the oppressed who are forced to move from their homelands; others make the decision to exile themselves from particular regimes or socio-cultural contexts; there are settlers who tend to stay in an adopted country for a few years taking advantage of comfortable working or family conditions before relocating; conversely nomadic cosmopolitans move frequently between nations to experience a range of cultures. They also identify ambitionists who actively seek opportunities to ply their trade in different sporting environments. Underlining the lure of potential improved material wealth there are increasing numbers of celebrity superstars moving between what they consider advantageous, fashionable locations; lastly there are mercenaries looking for lucrative, relatively short-term positions to enhance their financial status before moving to the next opportunity (Ibid).

Broadly aligned with Maguire's (1996; 2004) and Magee and Sugden's (2002) typologies of mobile sporting labour, Jassawalla, Truglia and Garvey (2004: 837) suggest expatriate labour is indeed often perceived as mercenary in that they stay for a short period to „fill their pockets and leave“. Given the relative financial strength of the *Premier League* compared to other European leagues (Conn, 2004) for example, the incentive of superior earning potential can directly influence career mobility ambitions. As a result it is logical to suggest that like elite labour, sporting talent often gravitates to the most lucrative markets (Parrish and McCardle, 2004). Outlining four types of economically-driven migration patterns (local; chain, cyclic and career-driven), Whyte's (2000) identification of career migration, the movement of a person to another geographical location or milieu to enhance personal knowledge, experience or expertise, is of profound interest to this study. It is logical to argue that successful tenures provide the platform from which upwardly mobile talent are able to enhance their career profile and, in the process, earning capacity. In the case of coaching talent such vertical movement is often manifested by appointments at higher status clubs able to offer larger financial packages and/or the opportunity to work with better players in more prestigious league or cup competitions.

Mahroum (2001) argues that classic „push and pull“ (Vertovec, 1999; Feld, 2000) motivational factors underpinning the decision to migrate vary according to the work highly skilled personnel are engaged in. He identifies five major categories of elite labour based on functionality. They are: senior managers and chief executives; engineers and technicians; scientists; entrepreneurs; and students. He also contends that senior managers usually move for financial gain whilst scientists are attracted by the opportunity to enhance their reputation within their particular academic community.

It may be that in the case of football coaching migration there is an element of each. For example, migration flows can be „spatially contingent“ (Williams and Belaz, 2005: 442), temporally contingent (Latham, 2002) and economically contingent as the highly skilled migrant is usually attracted to the best financial opportunities available at a particular time and place. Football talent appears to exploit such causalities. After periods where the Italian and Spanish leagues were able to attract the best football talent many commentators consider that the income generated from television rights

enables popular *Premier League* clubs to offer the best remuneration packages amongst European leagues (Conn, 1997, 2004; Hamil et al, 2000). There is also the prospect of enhancing personal and professional reputation (and future employability) that worldwide media exposure affords, providing both clubs and their managers opportunities to showcase achievements (Horrie, 2002).

The utility of typologies, whilst useful in the identification of particular categories, has a number of significant drawbacks. Maguire (2004: 480) argues „they are ideal representations of the real world and it would be foolish to see their categories as either mutually exclusive or set in stone.“ Considering this an advantage he adds that the overlapping of categories helps afford them a certain level of credibility. This is certainly true of both his typology (Maguire, 1999; 2004) and those advanced by Magee and Sugden (2002), which prompted several collegiate exchanges concerning their respective ethnographic substantives. However, typologies can be problematic. For example, categorising migratory motivation, founded on ambition for example, can transcend categories such as exile, pioneer and mercenary. In addition, Houlihan (1994; 372) cautions that „creating typologies is always a dangerous activity“ because of their interpretative, imprecise nature and potential for simplistic assumption.

A key drawback of typological classification is the tendency to „individualise“, which, in turn, fosters a perception that decisions concerning mobility motivations are isolated from other, inter-related factors. Hence many attempts to compartmentalize sporting labour according to their motivations, regardless of their high status academic genealogy, can be narrow or isolationist in that conscious decisions to move cannot be neatly assigned to a single motive. Carter’s (2007: 373) critical analysis of the proclivity for elite sporting labour to move periodically underlines the penchant for some studies to simply „containerise“ individuals. In what he terms „synchronic classification“ (Ibid) he feels the complex inter-relation between a range of social, historical, cultural and familial influences is effectively sanitized in order to present particular categorisations.

Typologies presented by Maguire (1999) and Magee and Sugden (2002) for example, are principally founded on the simplistic categorisation of migrants according to their perceived migratory motivations. As a result there remains a nagging critique that

such analyses are really an academic tendency to merely add, subtract or modify existing typologies rather than attempt to widen them to incorporate other factors. Poli (2010b: 494) agrees arguing that:

Focalisation on individual motives and experiences of athletes runs the risk of atomising [their] research and tends to lose sight of structural constraints imposed on any player wishing to migrate.

Here, then, is the inherent danger of attempting a stringent application of typologies – they can never be wholly accurate or indeed completely representative since the „causal cocktail“ of migration motivations is likely to include a range of elements in varying degrees of importance, according to each individual“s particular and personal circumstances. In short, there are too many variables making definitive categorisation both impracticable and, arguably, counterproductive since the placing of people into neat pigeonholes does not reflect the complex nature of human existence.

Professional football clubs, as sporting organisations, are increasingly concerned with the economic benefits associated with successful team performance where achievement is largely playing talent dependent (Szymansky and Kuypers, 1999; Morrow, 2003). Drawing on Klein“s (1994) work on trans-national baseball labour mobility, Takahashi and Horne (2006: 85) make a significant point concerning the importance of success to most elite level sporting ventures. For them, „the basis of player migration is institutional responses to economic crises and opportunity.“ They argue that such Keynesian recruitment policies actively seek the services of elite sporting labour for relatively little outlay in the hope of generating profit from enhanced team performance and/or re-sale value (Ibid).

### **3.6 Playing talent mobility: dynamics and career contingencies**

Sporting labour migration can be considered closely intertwined with the commodification of modern sport (Maguire and Bale, 1994; Maguire and Pearton, 2000) with professional athletes now recognised as contracted workers rather than simply club assets<sup>3</sup>. Literature reviewed indicates that whilst the process of sports

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<sup>3</sup> See CJEC [1995] *Judgement of the Court – Union Royale des Societies de Football Association ASBL v Bosman. Case C-4415/93. 15th December.*

labour migration is established amongst the world's elite performers it is becoming more prevalent and widespread both in terms of geographical scope and range of sports affected. This is particularly apposite for football transfers in post-Bosman Europe in much the same way as the Kolpak trade agreement (ECJ ruling, *Duetscher Handballbund v Maros Kolpak*, case C-43800, 8<sup>th</sup> May, 2003) gives non-EU cricketers and rugby players similar employment rights to EU nationals.

One outcome of policy shifts such as the pan-European Bosman ruling and UK government's points based '*Highly skilled foreign nationals*' scheme (UK Borders Bill, 2007) is the rapid rise in the number of non-indigenous footballers plying their trade outside their birth nation (Harris, 2003; 2006). For example, at the end of the 2007/2008 season the percentage of 'foreign' players in English Premiership clubs varied from a relatively modest twenty percent at West Ham United F.C. (nine from a total professional staff of forty-five) to a massive seventy-two percent at third placed Arsenal (thirty-four from forty-seven). Despite an overall league average of forty-four percent two other 'top four' clubs recruited over sixty percent non-nationals to their staff (Chelsea and Liverpool). In contrast, Manchester United's playing squad only had a thirty-three percent representation of foreign players (Rollin and Rollin, 2008). Interestingly, statistics relating to the end of the 2008/2009 Premier league season (Rollin and Rollin, 2009) show an eight percent reduction at Arsenal (now thirty-six non-indigenous players from a total professional playing staff of fifty-six). Conversely figures at West Ham indicate a twenty percent increase (nineteen out of forty-seven). Of particular interest is that the three clubs with the highest proportion of non-nationals (Liverpool, sixty-five percent; Arsenal, sixty-four; and Chelsea, sixty-three) all were managed by foreign managers (Rafael Benitez, Arsene Wenger, Carlo Ancellotti respectively). Englishmen Mick McCarthy's Wolverhampton Wanderers (seven) and Steve Bruce's Sunderland (eighteen) had the lowest percentages amongst Premiership clubs (Ibid.).

Registrations relating to the start of season 2009-2010 appear to confirm a tendency amongst foreign coaches to source foreign rather than indigenous players as the squads at Arsenal (thirty-three out of fifty-five professionals) Chelsea (thirty-three out of fifty-four), Liverpool (forty-four from sixty-six) and now Wigan (twenty-one from thirty-five). Each have over sixty percent of their playing staff emanating from other

nations. The smallest percentages are at Wolves (eighteen), Sunderland (twenty-one), Burnley (twenty-three) and Birmingham (twenty) all of whom are managed by indigenous coaches (Rollin and Rollin, 2010).

These data may tentatively suggest xenophobia amongst indigenous coaching talent or it might be argued that foreign managers are more accustomed to (or even prefer) working with a range of nationalities having experienced similar occupational subculture mixtures in their playing days or formative coaching careers. A more likely explanation however is that both Wolves and Sunderland have relatively modest financial platforms on which to fund recruitment. Any „foreign“ players they sign tend to be cheaper, almost speculative, acquisitions or those players nearing the end of their careers. Irrespective of transfer funding capacity, clubs are effectively forced to recruit from an increasingly mobile globalised talent pool having to operate within transfer systems that appear to proselytise mercenary career mobility.

However, substantial outward movement directly affects donor nations“ human capital. For example, out-migration of sporting ability capital has seen many African nations drained of their athletic, cricket, rugby and football talent. Darby, Akindes and Kirwin (2007) reveal that the extraction of football talent is so well embedded in some European club“s recruitment strategies that a number have established „Academies“ to source, develop and export young players. Ostensibly formed to develop potential, such structures can be considered highly pernicious and a „further manifestation of broader neo-imperialist exploitation of the developing world by the developed world“ (Ibid: 157). Restrictive measures are being taken to contain what McGovern (2000: 401) has termed elsewhere a „brawn drain“ but, aligned with world systems global development theory (Wallerstein, 1974), the fragile economic conditions experienced by many African nations may see such good intentions succumb to the financial muscle of European soccer.

Although employment conditions have unionised protocols for transfer packages, intra-national and intra-continental movement is particularly evident across Europe. Taking mercenary-like advantage of the Bosman ruling large numbers of European players have enhanced their careers and financial status across a number of major Union clubs. Prominent examples include French striker Nicolas Anelka who has



played for Paris Saint Germain (France), Arsenal (England), Real Madrid (Spain), Liverpool, Manchester City, Bolton and Chelsea (all England) interspersed with a brief loan spell at Turkish club Fenerbache. Even less prominent players like the Dane Thomas Gravesen, who began his midfielder career with native Boldklub before progressing to Hamburg (Germany), Everton (England), Real Madrid and Scottish club Celtic (Oliver, 2007; Rollin and Rollin, 2006, 2007, 2008, 2009), have achieved financial security through career mobility.

It appears, then, that sports-related talent, regardless of nationality, is able and willing to move almost seamlessly between geographical locations and cultural contexts. This movement is more than „internationalisation“, as McGovern (2002: 25) suggests, since human mobility on a global scale has subsumed both regional and previously dominant colonial and/or trading links and become accepted practice within most forms of sporting labour. However, the pace and volume of international movement of players has tended to fluctuate according to changes in relative financial disparities between national leagues (Harris, 2003, 2006). Largely due to global television rights and ancillary remuneration generated by *Premier League* football, there appears less out-migration (or demand for) British players outside the United Kingdom. This is juxtaposed against a concomitant in-migration with many of the world’s leading players plying their trade in England (Rollin and Rollin, 2009). There will, of course, always be fierce transfer market competition between the wealthiest European clubs such as Real Madrid, Barcelona, Manchester United, AC Milan and Bayern Munich who, because of secure financial stability brought about by sustained massive fan bases, are able to offer the very best players life-changing deals, irrespective of nationality (Jones, 2009).

Economic utility coupled with ambition are generally regarded as prime movers in prompting sporting labour migration. However when talented sports personnel are subject to political oppression, a combination of „push-pull“ factors (Vertovec, 2007) heightens the motivation for migration. Following the imposition of Communist regimes in Hungary in 1956, whenever international players were selected to represent their country abroad, family „hostages“ were left to ensure return (Dovenyi and Vukovich, cited in Molnar, 2006: 463). Interestingly, the collapse of Communism saw Hungarian sporting labour take advantage of increased opportunity to access

better employment and lifestyle conditions and they began to migrate. Molnar (Ibid: 481) found that many moved for a „better level of football in [other] host countries and football migratory networks.“ In common with other mobile occupational sub-cultures such networks are „created and perpetuated by migratory meso-structures, that is, migrant or ex-migrant football personnel“ (Ibid). This is an entirely reasonable perception since migrants operating in different sub-cultural contexts, bound by sub-cultural commonality, tend to form both diasporas and, more importantly, communication channels with other nationals. Echoing early playing and coaching talent migration, the coalescence of expatriates working in a different location founded on shared experiences may assist cultural assimilation or help overcome any structural confines influencing discharge of their duties (Castles, 2000; Levitt, DeWind and Vertovec, 2003). Although discussed more fully later, this would explain why, in addition to playing talent, many foreign managers bring whole teams of compatriot support staff with them. This may be due to familiarity and confidence in their abilities or the stability symbiotic, communal benefits shared nationality brings. The combination of increased migratory opportunity, accessibility and potential impact on both donor and receiving nations“ culture and represents a key consideration in any study concerned with intra and international commodity mobility (Harvey and Houle, 1994). It can be argued the global commodification of sport is patterned by flows (Appadurai, 1990) - more specifically flows of capital (Morrow, 2003), mediated images, ideological expression (Jarvie, 2006) and people (Maguire, 1999). However, of particular interest are the „flows“ of globalised activities and practices associated with increasingly expansive levels and directions of transnational sporting labour migration (Yiannakis and Melnick, 2001).

Interest in intra- and international sporting labour migration has grown exponentially from the pioneering work of Bale and Maguire (1994) and Maguire (1994b). The football industry in particular has emerged as a profitable focus of academic scrutiny. As a result some high quality investigation has been conducted on a range of issues related to football playing talent mobility. These include the legal challenges to contractual regulations such as the Bosman ruling (Parrish and McCardle, 2004) and the degrees of power players have in controlling their domestic, pan-European or global mobility and working conditions they find themselves operating within (Bower, 2003; Elliot and Weedon, 2011; Northcroft, 2011). Academic attention has

also drawn on the dialectic tensions of structure: agency as the focus of migration motivations and the cultural forces that contour the experiences of expatriate playing talent (Carter, 2007; Poli, 2010a; Taylor, 2010). Some have adopted a multi-disciplinary approach to the study of football player mobility by embedding social, historical and econocentric perspectives (Poli, 2006). In contrast others have focused sharply on geographical (McGovern, 2002) or historical influences (Taylor, 2008; 2010) to help explain international football-related mobility against a backdrop of globalisation.

Using the concept of „relationism“ (Poli, 2010b: 492) suggests football player migration relies on a network of actors responsible for the „interconnection between specific zones of departure and arrival“. His work focuses on the idealistic ambitions of young African players who, desperately seeking fame and fortune in rich European leagues are often jettisoned by over zealous agents if they fail to succeed. However, he concludes that in the context of globalisation processes not all individuals have „the same room for manoeuvre“ (Ibid) within such networks.

In contrast, Carter’s (2007: 373) study of the contested nature of globalisation suggests the local: global nexus presents „sufficient space for migrant athletes to strategically manipulate these global processes to suit their specific agendas.“ Given the way some high profile footballers such as Carlos Tevez or Joey Barton have engineered their way from one club to another it is logical to argue migrant football talent can purposely move to help assure financial security *or* career development.

Although sporting labour migration has been examined from a range of academic standpoints, to date, the literature has paid little attention to the mobility of football coaching talent. This research seeks to place migrant coaches at the centre rather than the periphery of elite labour movement whom, because of previous success, which usually attracts the attention of potential suitors, may enable them to play a deciding role in migration processes. More importantly little work has been conducted on the influence expatriate coaches may have on host football cultures.

In short, whilst much good work has been conducted on the movement of specific activity-related playing talent mobility (see Maguire, 1988, 1996, 2004; Hill, 1994; Williams, 1994; Obel, 2001; Reaves, 2002 for example), to date, the movement

patterns and effects of coaching talent has largely been ignored. Although existing literature provides a useful contextualisation of sporting labour migration it also represents a point of departure for deeper exploration of football coaching talent mobility.

### **3.7 Why employ non-indigenous coaching or managerial talent?**

Organisations seeking success (economic, branding or prestigious) have become more organic, continually evolving and adapting to changing operational conditions or performance related dynamics (Schien, 2004). As a result well-qualified personnel with desirable professional or experienced-based credentials are being sourced on a global scale. Perhaps a key consideration in such expertise circulation is the „nature“ of the skills migrant labour or talent can bring to their new organisational environment. Kale and Little (2006: 6) reinforce the point suggesting „few organisations internally generate all the knowledge required for continuous development“ and that many turn to external sources. They add an important caveat arguing that specific, high order knowledge, skills and experience is embedded in individuals and that the acquisition of those able to apply those qualities in a new context is a key dynamic in the migration process.

This changing approach is clearly evident in coaching talent appointments. Whilst Real Madrid has a rich heritage of consistently recruiting the best playing and coaching talent (galacticos), irrespective of nationality, increasing numbers of English clubs are adopting the Real model. Until the appointment of Italian coach Gianfranco Zola West Ham United had predominantly promoted from within or turned to former players to manage the club (Ron Greenwood, John Lyall, Billy Bonds, Harry Redknapp). In similar vein to the nepotistic Liverpool „bootroom“, West Ham“s proud tradition of playing attractive football was ascribed to the coaching „academy“ established by players (Carter, 2006) who discussed the game“s minutiae after training in Cassettari“s café alongside Upton Park (Green, 2002). Whilst some clubs reacted to change quicker than others this nostalgic playing convention, bestowed on favoured sons, has been usurped by contemporary coaching talent recruitment policy of appointing from without rather than within. In short, clubs are looking beyond indigenous talent to positively affect organisational performance.

Klienman (2004:61) makes a salient point asserting that skilled migrant workers can catalyse organisational growth provided their talents *complement* rather than *replicate* the existing workforce – that is, if migrants have „different skills and characteristics from native workers“ (Ibid.). Indeed, a principal academic interest in elite labour migration concerns knowledge diffusion and expertise transfer (Held, 2000; Williams, 2007) – especially when distinctive and specific. Knowledge and skills intensive enterprises, usually driven by output or results, often *rely* on migrant talent as sources of innovation. For example Alarcon’s (1999: 1395) investigation of High-Tech companies in Silicon Valley found that highly specific migrant recruitment strategies provide the mechanisms by which organisations target those „with the newest skills and ideas“ to advance productivity and performance. The appointment of football coaches with proven track records and a propensity to innovate both tactically and in terms of player preparation resonates strongly with such positive, finely attuned approaches to elite labour recruitment. A good illustration is Portuguese coach Jose Mourinho who achieved domestic and European success with F.C. Porto. Despite somewhat limited playing personnel resources he displayed an obvious flair for tactical fluidity, switching team formations to maximise his team’s strengths whilst simultaneously exploiting opponents’ weaknesses (Neto, 2005). Bankrolled by Russian owner Roman Abramovich, Mourinho employed similarly protean tactical arrangements with the higher profile players he recruited to Chelsea, Inter Milan and Real Madrid.

### **3.8 Summary**

In common with other „foreign“ talent appointments non-indigenous coaches are ostensibly recruited on the basis of perceived or material differences in approaches to team preparation and player deployment from those adopted by native personnel. Innovative leaders may also need to convince those in situ that their „external“ influence can radically change organisational performance. Peixoto’s (2005) study of highly skilled labour migration within trans-national corporations (TNCs) explores the appointment of managers with a remit to catalyse an existing workforce. The „occupational insertion“ (Ibid: 1038) of highly skilled migrant labour into key managerial positions usually emanates from questions surrounding an incumbent’s ability to optimise or galvanise available human capital. Implicit is the amount of trust

CEOs place on that person's ability to achieve successful performances with the resources at his/her disposal. Accordingly new managers often face crisis situations requiring immediate (and possibly drastic) action synchronised with the implementation of a longer-term strategy designed to drive organisational output (Schien, 2004).

As performance-driven organisations, top-flight professional football clubs are no different. The financial rewards associated with domestic and inter-continental club competition success may do more than complement prestige – they can directly influence the scale of resource return for team development and/or investment (Dobson and Goddard, 2001; Conn, 2004). This, in turn, increases the likelihood of continued access to the venerated and monetary benefits associated with successful performance in major football competitions. Elite level football is an industry „in which there are far more competitors than winners and the consequences of failure are potentially catastrophic“ which means in real terms, success is all that matters (Moore, 2008: 39).

## **Chapter 4**

### **The changing occupational culture of professional football coaches**

## **The changing occupational culture of professional football coaches**

The capacity to coalesce and motivate an available workforce, coupled with a mentality to change a perceived stagnant corporate culture, is often considered important in bringing the required short and long term success that local labour pools could not facilitate (Sassen, 1995). Indeed the appointment of „experts... to pass on their knowledge“ (Peixoto, 2005: 1038) can often lead to a transformation of an organisation’s fortunes. However, to build a platform for sustained success such personnel must also possess an ideological „vision“ and, perhaps more importantly, the abilities to manage realisation of that vision through inspiration, a transparent strategy and the establishment of operational structures (Bolchover and Brady, 2004).

### **4.1 Organisational/Corporate culture**

The concept of organisational or corporate culture (the terms are interchangeable) has a long and contested history. Ostensibly depicted as progressive (compared with earlier bureaucratic models typical of early twentieth century business paradigms), organisational culture (OC) became synonymous with success in world markets. Hofstede (1998: 2) remarks that over time it „gradually escaped from the fad status it acquired in the 1980s, to become a basic concern in the study of organisation and management, at the same level as strategy, structure and control“.

Seen as a principal means of attaining a competitive edge over rival enterprises (Schein, 2004) an organisational culture must be reflexive and able to quickly and positively respond to changing business environments (Boisnier and Chatman, 2003). In common with other organisations, football clubs „face increasingly dynamic environments“ (Ibid: 2) where such organic ability to adapt is rapidly becoming a pre-requisite to successful, sustainable high-level performance. In competitive industries change is often a reaction to innovative practices adopted by rival enterprises (Sadri and Lees, 2001). For example Japanese car manufacturers established particular corporate cultures to gain competitive advantage over their European rivals. Spearheaded by lean production systems and efficient management structures their innovative approach to achieving successful performance revolutionised the industry on a worldwide scale forcing others to analyse and emulate. Many contemporary



professional football clubs, in common with other commercial enterprises concerned with survival or prosperity are developing similarly discrete but organised ways of conducting their business. The success of operational processes depends, to varying degrees; to, the organisational culture a club engenders to optimise effective preparatory, technical and tactical management of its playing talent capital.

The concept of OC is generally regarded as a secret ingredient of successful commercial activity and organisations have explored a range of avenues to unlock it (Trice and Beyer, 1993; Schein, 2004). As a result approaches to organisational culture analysis are standpoint dependent. They include: corporate commitment; forms of organisational behaviour modification; policy concerned with sharing beliefs, values and practices; control mechanisms; or an expression of identity (Thomson and McHugh, 2002). More importantly they stress that to be effective a particular organisational culture must be shared with all members of the organisation and not reside solely in the minds of its managers or Chief Executive Officers (CEO). These underpinning factors can be directly related to professional football clubs and provide a useful framework for examination of this particular organisational form.

#### **4.1.1 Organisational culture and professional football**

Developed from notions of corporate character, Goffee and Jones (1998) identified two components they feel signify successful organisations - solidarity (like-mindedness approach to work) and sociability (cohesive congeniality). In admiration of ruthless, hard-nosed profit generation, others have argued that „people-friendly“ organisations were not sufficiently achievement orientated (Thompson and McHugh, 2002; Schein, 2004). Notwithstanding austerity measures adopted by many commercial enterprises to counter the effects of economic depression, performance-orientated enterprises like elite football clubs reflect Goffee and Jones“s notion (op. cit.). Sharing many sub-cultural commonalities coaches and their players usually possess a sense of likeminded commitment towards achieving victory. Although sub-groups may develop a coach“s practices and media rhetoric consistently remind players of their commitment to the team and club.

Socio-anthropological concepts such as myths, rituals, practices, symbols and language began to be used in organisational analysis to explain how successful

enterprises sustained their market advantage (Linstead, Fulop and Lilley, 2004).

Brown (1998: 9) offers a hybridised view maintaining that organisational culture is the

...pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organisation's history, and which tend to be manifested in its material arrangements and in the behaviour of its members.

A number of prominent features of successful organisational cultures Brown (Ibid) identifies resonate strongly with professional club football. For example, during their development or when recruited, players are made aware of the *peculiarities* evident in their club. Symbols and artefacts such as club badges or mottos consistently remind them of their *allegiances and identity*. Past victorious exploits, trophies and visual reminders of legendary former players are proudly displayed in boardrooms. The coach or manager *communicates* his beliefs, practices and organisational ambitions. Training sessions intend to prepare individuals as team members to play according to the manager's philosophical and performance *ideals*. Practice regimens help *regulate* or control players' behaviour through disciplinary procedures and peer *modelling* whereby existing players' exhibit desirable traits. These may vary from functional responsibilities to rehearsed goal celebrations, engagement in „social“ events arranged by players and behaviours expected in daily workplace interaction.

Particular *language protocols* are also absorbed by new arrivals who learn to communicate in club-specific jargon usually founded on sarcastic humour typified by „banter“ exchanges. *Ethical codes* govern levels of determination in practice situations although actions such as diving and career-threatening challenges in competitive matches have arguably increased despite pleas from the Professional Footballers Association (PFA) for its members to respect each other's livelihoods. The „chemistry“ of how these factors interrelate helps distinguish one club from another and whilst there is some uniformity amongst playing subcultures there are subtle but discernable differences. This is especially apparent in coaching subcultures where difference is considered important. In essence coaches try to discover a winning recipe that will signify both them and their teams simultaneously satisfying their employer's ambitions. However, they are still subjected to organisational cultures and structures.

A newly appointed manager or coach will try to impose his authority, personality and favoured playing styles on the playing talent at his disposal. Depending on the timing of his appointment he may find the club in a crisis situation such as potential relegation and its disastrous financial ramifications. In this scenario short rather than long-term plans will be the immediate focus of his efforts in attempting to generate a collective or siege mentality (Bolchover and Brady, 2004). This usually involves motivating players and modifying existing tactical „behaviours“ to achieve the results required for salvation. Longer-term plans may also involve playing behaviour modification with greater emphasis on preferred tactical deployments underpinning a particular approach to match play (Dobson and Goddard, 2001; Wilson, 2008). However, in both instances the underlying concept is one of a need to positively affect players“ playing behaviours within a heightened sense of team or community.

Consistent with football club management roles a newly appointed CEO will have certain visions, beliefs, values and approaches towards how they feel a thriving organisation should conduct its business. If the practices they introduce prove successful their innovations are confirmed and reinforced leading to a shared recognition the leader was right (Schein, 2004). If the workforce and management structures repeatedly act in similar ways, achieving similar success a shared culture becomes established. Conversely, if the convenor“s ideas disappoint, a failing culture will develop and new leader(s) brought in to re-direct and motivate available labour. This is precisely the scenario whereby the success or failure of a new coach/manager is often largely decided by players“ acceptance or rejection of his approaches to game preparation and/or management style. In order to survive and prosper a coach must impress on the players that his technical, tactical and team preparatory practices will (and do) ultimately prove successful on the pitch. Ironically some commentators suggest business organisations should adopt many of the daily practices evident in football club management. Bolchover and Brady (2002: 8) contend that football „provides a pure model of corporate management where *only* best practice succeeds.“ They argue that in a globalised economy, performance-driven commercial enterprises are increasingly open to the intense public scrutiny professional football has always been exposed to. They add that „managing an elite level football team also replicates all the problems of corporate management in the global environment“ (Ibid).

In summary, despite a tendency to conceptualise and operationalise at a number of levels (Lok, Westwood and Crawford, 2005), there is broad consensus that a positive corporate culture „can provide immense benefits to an organisation, and thereby a leading edge over other firms in the industry“ (Rashid, Sambasivon and Johari, 2003: 711). Substantively, the way a successful organisation such as a football club conducts its business can be characterised as performance-based, highly competitive and extremely particular founded on distinctive sub-cultural interfaces.

#### **4.2 Subcultures and occupations**

Notions of culture as the ways in which different groups of people live can be considered an integral part of human mobility processes. Earlier discussion argued that when people move from one social environment to another they often introduce distinctive cultural artefacts to new host cultures. Bottomley (1994: 3) feels that „by this very movement migration challenges the idea of a distinct way of life“ arguing that whilst cultures may be distinctive they are not fixed, stable or definitive. But, to claim that „foreign“ cultures can be transplanted wholesale to another social sphere disrespects the importance both host and donor societies attach to particular ways of living. Notwithstanding where states are oppressed, selective acceptance of innovative cultural practices by some levels of society is a more likely outcome rather than overwhelming dominance or subjugation (Maguire, 1999).

An argument may be advanced that, broadly aligned with global economic development theory, socio-cultural differences can also be perceived in evolutionary terms suggesting that cultural practices evident in a particular society are representative of relative stages of social development. Within the scope of this study this notion can be considered in football development terms whereby the evolution of technical and tactical variations in playing styles essentially confirms signifying cultural practices can be reproduced and/or transformed over time or in different geographical spaces.

An important caveat here is that distinctiveness (football or otherwise) can be organic in that different artefacts, beliefs, institutions, customs, myths, habits and practices that evolve within groups of people, are passed to successive generations or new

members prompting further evolution (Mesoudi, Whiten and Laland, 2004). In this sense a culture can be considered transient, contingent, but also differentiated learned behaviour embodying a range of component parts (Ibid). However, this conception of culture is susceptible to further fragmentation where some groups wish (or happen) to become increasingly distinctive from the rest of their society. This is especially prominent when culture is perceived as an articulation of social behaviours or practices that are open to interpretation and adaptation (Barker, 2000). In turn, this enables minorities to give their existences, differentiated meaning within a parent culture (Chaney, 2002). As a result minority populations or sub-sets may develop a clear, coherent identity centred *on* particular signifying practices whilst others take a looser form more akin to a social or cultural milieu they can identify *with*. Compare for example the activities of football hooligans with genuine supporters who consider the game part of their local or national heritage. In both instances football-related subcultures provide core and periphery members with distinctive identity (Kreitner, Kinicki and Buelens, 1999).

#### **4.2.1 Sub-cultural theory**

Some cultural analysts prefer the term „ethnie“ to suggest how a „set of symbols, myths, [nostalgic] memories, heroes, events, landscapes and traditions“ can bind a particular set of people together (Featherstone, 1998: 147). However, the term „subculture“ is used to explain the existence of cultural differentiation within a dominant culture adding that membership in one sub-set of society can also overlap with others. For example a set of players representing a particular club enjoy a shared identity in that they aim to bring organisational success. Yet they also have direct allegiances to their playing colleagues since they are a „team“ when on the pitch. Furthermore playing positions often display sub-allegiances where strikers „defend“ each other when the team is not scoring. And, there is always a highly visible „goalie club“ which, bound by unimpeachable camaraderie, never tolerates individual criticism from outfield players (Seaman, 2000).

Hebdige (1979, cited in Ryan, 2008: 589) posits that subcultures are a form of „noise or interference intentionally antithetical to accepted social norms“. For him, distinctive dress codes, behaviour traits and commonly displayed practices amongst

„spectacular subcultures“ (Ibid.) are expressions of difference and refusal to conform. To highlight the point he argues that the punk vogue signified anarchy and chaos yet, paradoxically, was a coherently ordered subculture. Drawing on the work of Willis (1978), Hebdige (1979) describes how despite the radical outward appearance of some subcultures the internal structure is organically connected allowing members to share commonly held beliefs, values and ritualised practices thereby reinforcing their apparent differences from the rest of society. More importantly inclusion in a particular subculture is a signifier each member recognises as a manifestation of his or her distinctiveness from other social groups. Here style refers not only to dress but the artefacts and icons members“ respect.

For Tomlinson (2007: 365) the term subculture „refers to the collective meanings and values expressed by a group or groups within society, usually when such meanings and values are recognisable and identifiable in distinct forms of behaviour, style or language.“ Jarvie (2006: 5) perceives a subculture as „any systems of beliefs, values or norms shared by or participated in by a sizeable minority of people within a particular culture – sporting or otherwise.“ Cautiously, Tomlinson (2007: 365) warns that whilst retaining distinctiveness, subcultures are interwoven with the vagaries of wider society being „strongly linked with other social influence“ such as race, gender and class. Jarvie (2006: 5) adds that sport can be considered part of the „values, ceremonies and way of life characteristics of a given group.“ This can obviously be subject to sport-specific subculture formation.

Redhead (1997: 17) linked the disappearance of „highly visible youth subcultures“ to continued re-alignment of their distinctive beliefs, values and rituals within mainstream social norms. His study focussed on soccer hooliganism and youth lifestyle choices around the time of millennia change. In it he stressed how regulatory as well as revolutionary „normalisation“ influences such as music and legislation helped reshape members self-perception within this particular subculture. It appears that whilst some subcultures can resist modification - ranging from radical re-alignment with a parent culture as in Redhead“s study (Ibid.) or more subtle forms outlined by Barker (2000) – fluctuating sub-cultural parameter change, it seems, is almost universally inevitable.

Hence, a workable explanation for subcultures in their most common sporting form is that they are fluid subsets of a larger, influential cultural network focussed around certain distinctive activities, which associate themselves with particular values, beliefs, artefacts and practices communicated through jargonised language. However, use of this rationalisation as a platform for sporting subculture investigation requires more robust justification.

#### **4.2.2 Critique of sub-cultural theory**

Initially considered a form of deviant behaviour, the concept of subculture formation is generally associated with the Centre for Contemporary Cultural Studies (CCCS) at the University of Birmingham (CCCS, 1975).

Sub-cultural theory became the accepted mechanism underpinning approaches to the examination of broader concerns ranging from youth disaffection and anti-social problems such as violent crime. It also formed the basis for discussion of sport-related issues including football hooliganism (Jarvie, 2006). As a theoretical framework for the investigation of social issues sub-cultural study has since attracted critical analysis (See, for example, Redhead, 1993 and Thornton, 1995 who focus on sub-cultural association with music; also Hebdige, 1979; 2008, and Muggleton's, 2000, explorations concerning style). Initial CCCS notions of subcultures as reasonably fixed communities are disputed in favour of explanations suggesting fluid, more transient allegiances that fluctuate within a parent culture (Barker, 2000). Additionally much debate has centred on the social impact of subcultures and if they simply co-exist alongside a dominant or mainstream culture (Beal, 1995) or whether their utility lies as an expression of individual and/or group identity and alternative culture creation. In essence, although initially perceived by the CCCS as a flexing of hegemonic power to regulate the aspirations of some sections of society, the presence of highly influential yet invisible bonds between a parent culture and any inherent subcultures has proven difficult to establish as a satisfactory means of analysis.

Wheaton (2007) argues forcefully for a more robust theoretical approach (or, more accurately, a post CCCS approach) to the study of sporting subsets and identities. Echoing both Atkinson and Wilson (op. cit.) and King's (2004) demands for the

location of sub-cultural analysis within a critical socio-historical framework, she argues that „to understand the meaning and significance of these [subculture] activities, we need to be attentive to the different ways in which resistance is interpreted, defined and played out moving beyond dichotomies of passivity or resistance...“ (Wheaton, 2007: 300). Other critical analyses of subcultural theory similarly focus on the dialectics of resistance or harmonisation (Donnelly, 2000). However, studies of sporting subcultures may be considered incongruous with this perception, as many are able to simultaneously resist and reproduce the power and control systems they exist within (Crosset and Beal, 1997; Atkinson and Wilson, 2002).

The use of primary or anecdotal evidence to explain social phenomena has obvious ethnographic merit although it can often lack academic substance. Subcultural research paradigms principally surround levels of subject involvement in relation to the amount of interpretation applied by those conducting the research. These approaches have also been the focus of critique. According to Wheaton and Beal (2003: 161) much rests on an assumption „the researcher can accurately identify meaning systems of the social actors or audiences without consulting them.“ Their argument crystallises debate on a methodological: theoretical hiatus highlighting the perceived descriptive tendency of „under-theorising“ findings, which may compromise the ethnographic qualities of their research. Here „real life“ practices may appear „real“ as the researcher perceives them rather than how subjects are actually involved in their social settings, which obviously have research authenticity ramifications.

Interestingly, Wheaton and Beal (Ibid: 169) go on to explain how subjects“ continued authentic affiliation with a particular subculture often rests on their „true inner self“ determination to resist re-engagement in wider cultural practices. This perception could explain the difficulty some former coaches and players experience when injury or retirement imposes a „9 to 5“ existence completely alien to their previous, relatively cosseted lifestyle grounding during their sub-cultural „education“ and subsequent way of life (see Clough, 2003 and Gascoigne, 2005; 2006). In short, remaining distinctive legitimises and reinforces a sense of real, authentic membership of any subculture – including professional football.



Despite such informed post-subcultural theory critique that stress a refreshed rather than fresh grounded approach, it may be argued that legitimate exploration of occupational subcultures associated with elite level football is wholly viable within these parameters since their existence is very „real“. Every working day members engage in and develop a particular ways of living, embrace signifying practices and share values, beliefs and behaviour norms. Their life centres on ritual that constantly reinforces their distinctiveness, which simultaneously homogenises members“ attitudes and beliefs. For example members follow the same dress codes in training and match situations, preparing for performance that benefits each aspect of the club – usually under the aegis of teamwork or team spirit.

Using rhetoric often steeped in masculine metaphors, indigenous coaches in particular constantly remind players that their (more accurately, his) tactical arrangements, technical skills and usually highly personalised playing approach will prove successful for the club. Full engagement is expected, not anticipated. Those involved undergo daily scrutiny from their peers and critical examination by a watching public when playing regular competitive matches. Consistently „seen doing it“ (Wheaton and Beal, 2003: 172) media images of their performances underlines their distinctiveness from spectators and, more importantly, to members themselves.

### **4.3 Signifying practices and coaching talent distinctiveness**

Robertson’s (1992) seminal exploration of globalisation also suggests that whilst it is possible for a global culture to exist the very complexity of trans-national and trans-societal interaction is unlikely to lead to homogenisation in many facets of social and cultural life. Maintaining that „globalisation is ...best understood as indicating the problem of the form in terms of which the world becomes *united* but by no means *integrated*“ (Ibid: 51, emphasis added), Robertson adds that underpinning global processes are founded on the „particularisation of universalism and the universalisation of particularisation“ (Ibid: 130). Football is a case in point. Those involved in the professional game have areas of commonality not least bound by playing regulations. However earlier review demonstrated variable playing styles evolved as the game globalised each requiring different technical and tactical emphases, which in turn demand particular preparatory practices.

In essence Robertson (op. cit.) outlines that the diffusion of cultural artefacts and practices are subject to resistance from local traditions, which, by default, vary between discrete social and cultural environs. Although coaching talent has distinctive philosophical, technical/tactical and experiential grounding it would appear unreasonable to generalise interpretations. However even though non-indigenous and domestic approaches towards coaching players for sustained success are highly individualised, it is possible to universalise the particular by suggesting what foreign coaching talent do on a daily basis is generally sufficiently different from their indigenous counterparts to make them and their practices distinctive. Put simply, the perception exists in the domestic game that „foreign“ is different and whilst French coaches Houllier, Santini and Wenger; Italians Ranieri, Capello and Mancini; and Spaniards Ramos, Benitez and Martinez may differ in nationality, methodological approach and philosophical standing, they are all non-indigenous talents. Hence „foreign“ *is* different. As argued earlier some indigenous coaches revolutionised English football. They were, nonetheless, products of an English football system that prepared players and coaches in a particular way. Here, then, lies a basis for comparison. Earlier review advocated that regardless of individual background foreign coaches are not English. Although members of the same occupational subculture their knowledge, skills and understanding in relation to player/team preparation differ because of their football education and ultimately according to donor cultural milieu influences on how the game can be played.

In this context two types of knowledge are discernable – tacit and codified. According to Foray (1993: 87) the former is „inseparable from the collective work practices from which it comes“. In essence, tacit knowledge is an individually accrued, highly specific but transferable form. Codified knowledge is communicated to others through the use of symbols, practices and jargonised language. Emanating from similar knowledge accumulation sites and occupational sub-cultures often makes those in possession of such knowledge „share many of the same beliefs, values and convictions“ (Maskell and Malmberg, 1999: 18).

However, whilst recognising the existence of relatively high levels of skills and tacit expertise and codified knowledge homogeneity within both non- and indigenous labour, Williams (2007: 41) maintains that „distinctive knowledge is highly valued“

by many organisations – especially when acculturated elsewhere. This highlights an interesting discernment. He feels elite foreign labour, framed by particular cultural values, beliefs and practices that are both distinctive and signifying, can bring different interpretations of what may be considered *accepted* knowledge and skills in a host nation. In short, mobile elite labour is not sought for its similarity. Rather appointments are made on the basis of pro-active ability to affect change on the basis of distinctiveness from the norm. In turn, employers seeking different approaches have to ensure that structures within their organisation enable rather than restrict specific, distinctive knowledge transfer. For example, professional football clubs are particular cultural spheres founded on shared values, practices and rituals (Roderick, 2006). If the appointment of a non-indigenous coach or manager merely replicates (thereby reinforcing) what may be considered traditional practices, improved team performance may not result thereby negating his impact and acceptance.

This rationale supports the increasing numbers of elite level foreign coaches currently appointed by *Premier League* football clubs. Perhaps convinced of a real or perceived lack of indigenous coaching talent, owners or boards of directors are tempted to look abroad for a different approach. By appointing a foreign coach or manager who has a proven track record in a different league the smart money now appears to be on the recruitment of those able to bring an innovative approach to team preparation. This is especially true if it sets them apart from rival clubs, which, more importantly, may bring the success that underpins, financial security (or profit) desperately sought in contemporary English football. Hence, like Charles Hughes's „route one“ advocacy (Hughes, 1990), contemporary owners are searching for a „magic formula“ that coalesces and optimises an existing talent pool yet remains distinctive enough to galvanise the club towards achieving sustained success

Hall (1997: 439) conceptualises the study of a particular cultural form as the 'actual grounded terrain of practices, representations, languages, values, competencies, habitual modes of conduct and customs of any specific society'. Professional football clubs can be considered specific societies as the particular practices of players, coaching and support staff and, to varying degrees, the administrative infrastructure, are often determined by the coach or manager. Social relations are culturally constituted in that they embody particular practices, or rules of signification, through

which social agents generate ways of giving meaning to their experiences (Wagg, Brick and Wheaton, 2009). A means of explaining this interpretation is the use of semiotic analysis.

#### **4.4 Semiotics and signifying practices**

The primary objective of semiotics is to make explicit what is implicit by identifying conventions and confirming significant differences in the way subsets of people perceive reality in bringing meaning to their lives (Gilbert, 2008). Barley (1983: 349) has argued „semiotics offers an approach for researching and analysing systems of meaning that undergird (sic) occupational and/or organisational cultures.“ He concludes that semiotic examination helps identify the conventions and practices other sub-cultural members share, illuminating hidden worlds that outsider explanations attempt to expose through other means such as organisational analysis. In the context of sub-cultural investigation, „signifying“ refers to the structures of meaning members associate with particular objects, values, beliefs, language or practices (Gibson and Brown, 2009). Despite its usefulness in helping conceptualise and categorise meaning, semiotic analysis relies heavily on interpretation and assumption rather than demonstration and experiential grounding. Usually conducted from an outsider perspective analyses often fail to fully acknowledge reflexive, interactive meaning making, which is „created in relation to cultural forms of understanding...in relation to particular circumstances of practice“ (Ibid: 151).

In a football sense if a coach imparts his technical and tactical knowledge to players, their common, shared experiences of the game facilitates understanding. However, unless viewed from inside analysis of this particular occupational subculture within discrete, particular contexts are likely to be speculative. Introductory discussion cautioned against describing sub-cultural events from the outside, arguing that despite objectivity claims, data gathered via such methodological platforms often lacks insight garnered from an inside standpoint founded on membership and experience. Social semiotics emphasise that social resources such as families or occupational subcultures impose particular forms of existence, seeing the world through distinctive practices and interpretative framings. An inherent difficulty in imposing change on accustomed practices and behaviours is the way it is introduced and received.

#### 4.5 Coaching talent mobility and the dynamics of cultural change

A multi-directional flow of people with their inherent customs and practices became increasingly evident as football developed from a primary globalised game form to its status as a principal manifestation of globalisation processes (Giulianotti and Robertson, 2009). However, it may be argued that dependency theorists, stressing the homogenising effects of globalisation, over-simplify the phenomenon. As different cultural practices accompany migrant workers the receptiveness or resistance shown by host societies towards their difference varies according to the relative strength of existing particular cultural practices. Hence attempting to suggest that „foreign“ cultures or practices can be successfully transferred on a wholesale basis to another social sphere underestimates the importance of established ways of living.

Using the term „glocalisation“, Giulianotti and Robertson (2004: 549) have explained how the „symbiosis of the local and global differs according to particular circumstances“. Indeed although some nations hybridised the game form, most simply made minor changes to technical and tactical conventions where

...specific local cultures worked inside football“s universal rules to establish their own football traditions, as illustrated by distinctive corporeal techniques, playing styles, aesthetic codes, administrative structures and interpretative vocabularies (Ibid).

Giulianotti and Robertson (2004: 560) conclude their examination of the relative dynamics between particularisation and universalisation of global culture by acknowledging football“s role as „epicentral to contemporary globalisation processes.“ Using the game as a locus for academic scrutiny within wider sociological debate concerning globalisation, they add that „glocalisation“ (Ibid: 561) is an arena of conflict between parochial forces such as nostalgia, tradition and identity and global dynamics involving economic activity and elite labour mobility. As a consequence migratory labour can be perceived a dual threat. Part of wider globalisation processes, migrants may be a macro threat - all pervasive and able to affect societies. At micro, sub-cultural level they can influence differentiation and division thereby be considered as threatening from below (Vertovec, 1999). Regardless of threat level migratory people can impact upon a host society and its cultural capital since, as

„knowledge brokers“ (Williams, 2007: 34), émigrés are often sources of new perspectives and practices, which may conflict with established custom.

This perception enhances Giulianotti and Robertson's (2004) premise that international football labour mobility, as an expression of glocalisation, can directly affect the local since non-indigenous playing or coaching talent is able to modify or be modified according to the relative strength of prevailing cultural, social or economic conditions. Yet, labour movement is also inexorably bound by globalisation processes or, according to Andrews and Ritzer (2007:137), more specifically „glocalisation“, since the recruitment of players and coaches is both worldwide in scale and economically driven. The problem for non-indigenous coaches in this complex mix of creativity and dependency is if host occupational cultures have the capacity, willingness and structural malleability to embrace them as agents of change or reject them as unwelcome trespassers on traditional practice. Therefore, it is reasonable to argue cultural change or reinforcement relies on power (Jarvie, 2006) – particularly hegemonic, controlling power, executive decision-making power and the power of resistance or receptivity towards cultural modification.

Accordingly, central to this research is the exercising of power – how some are able to influence or inhibit the actions of others through the establishment of structures and degrees of agency afforded. Sugden and Tomlinson (2002: 4) feel this an innate, natural trait in that

...all human beings possess some power in the form of their ability to transform, to some extent, the circumstances in which they find themselves. It is this ability to respond to the social environment and to manipulate it in some way that is a basic human characteristic.

Sugden and Tomlinson (Ibid: 6) also see the dynamics of power as central to understanding the development of sport. For them power to control often encounters power to resist principally at personal rather than structural levels, adding that it is

...people, either individually or collectively, and not systems, that wield, challenge, seek or reaffirm power. They act, of course, within the context of institutional structures, but those structures are themselves contingent upon ongoing and embodied power relations.

For performance driven enterprises the power exercised by a parent organisational or club culture demands success (Bolsover and Brady, 2004). In turn key employees are affected by the financial, cultural and „micro-social“ structures owners are privileged to determine. Of course the relative stringency of sanctioned autonomous decision-making varies according to individuals“ status and importance to a club“s success, however the inherent power dynamics found in elite football can be examined from a structural and change agency standpoint.

#### **4.6 The dialectic tensions of structure versus agency**

Durkheimian assertions claiming the ability to govern affirms primacy over individual agency, which, in turn enables societies to exert social constraint over the actions of individuals, have divided sociological opinion. Giddens (1997) perceives human action and social structure as a dilemma. Questioning structuralist dogma he suggests:

We are not creatures of society, but its creators [and that] the issue is the following: how far are we creative human actors, actively controlling the conditions of our own lives. Or, is most of what we do the result of general forces outside our control? (Ibid: 567).

His theoretical position has significance to this thesis as those involved in professional football are enabled or constrained by the social and/or organisational structures that can positively or negatively influence their agency and actions. For example, many of the behaviours and actions performed by coaches and players are structured by the game“s regulations. So, organising a team shape that permanently positions a striker alongside an opposing goalkeeper would contravene offside laws rendering it illegitimate as a preparatory practice and playing protocol.

Consistently drawing attention within wider academic debate, Structuration Theory (ST) first advanced by Giddens (1984), has been used to frame and develop better „understanding of organisations, organising and the organised“ (Pozzebon and Pinsonneault, 2005: 1354). ST essentially explains the recursive relationship between human capability to affect change (agency) and the wider social, economic and cultural boundaries (structures) that may constrain or stimulate modification. Yet,

Giddens' work (op. cit.) has attracted its critics. Drawing on the critical analyses of Bourdieu (1990; 1998) and Hoggett (2001), Greener (2002) re-aligns ST to explain proactive rather than dynamic, reflexive forms of agency whereby groups and/or individuals modify their behaviour in an attempt to impact upon prevailing social structures rather than simply to conform. Here structures are considered sets of conditions that may empower or constrain social action catalysed by change agents (Sewell, 2002). They are not immutable, since both can reproduce or be modified by social action whereby a change agent or actor, as a locus of decision-making, can prompt action that may impact upon others or the structural context they act within (Sibeon, 1999).

In this sense organisational, occupational cultures and subcultures can be considered social structures since their interrelationship involves human agency, and the transmission and transformation of particular behaviours, beliefs and values affecting other members of a particular social group or subset. Therefore, it is logical to suggest that structure, agency and subcultures can collide, coalesce or complement each other in football club or other organisational cultures according to power differentials and dynamics.

#### **4.7 Summary - theoretical framework**

If a realist epistemology is to be established, experiential, biographical narratives must be related to wider social contexts or be located within existing or newly generated theoretical framings. Otherwise, they run the risk of being considered personalised accounts or ideological rhetoric. Whilst a more reflexive methodological approach is argued there must be some flexible theoretical framing from which to advance understanding and knowledge in light of emerging connections. These include intra- (eg. fluctuating trends and patterns within migration processes) and inter-theory relationships (the potential for incoming coaching talent to modify cultural forms through the establishment of signifying practices and the dialectic tensions of agency-structure).

Miles and Huberman (1994: 18) suggest a conceptual framework explains „either graphically or in narrative form, the main things to be studied – the key factors,



concepts or variables – and the presumed relationship between them.” Hence it is possible to outline a grounded theoretical basis on which to develop research into a particular problem or area of academic/popular interest. Acknowledging Levi-Strauss’s notion of field research as „bricoleur“ (Kvale and Brinkman, 2009), where the research process is central to interpretation via a causal narrative, research focusing on sub-cultural practice modification can be contextualised across wider social issues such as globalisation, migration and the inherent tensions of agency/structure dialectics.

Elite labour migration is widely recognised as an established feature of global sports diffusion attracting diverse academic attention (for example, Bale and Maguire, 1994; Maguire, 1999; 2004; Maguire and Pearton, 2000; Lanfranchi and Taylor, 2001; Ben-Porat, 2002; King, 2002; Magee and Sugden, 2002; Sekot, 2005; Giulianotti and Robertson, 2006, 2007a; Darby, 2007a, 2007b; Taylor, 2010) as playing talent moves across and beyond continents. Research on coaching talent mobility is largely understated with much football, globalisation and labour migration literature offering only general, fleeting reference. Although some attempt is made (see Hayes et al, 2002; Fox, 2003; Harris, 2003, 2006; Vialli and Marcotti, 2006) it may be argued that to date the phenomenon remains under-researched despite increasing numbers seeking to exploit career opportunities outside their birth nations. Whilst Arbena’s (1994) and Magee and Sugden’s (2002) migration pattern models provide explanatory frameworks of the initial outward movement of playing talent and subsequent in-migration trends evident in the contemporary game, there is scope for re-examination from a migratory coaching talent perspective.

English football out-migration is not a new phenomenon since the „English game“ often accompanied the travelling Briton across Continental and Eastern Europe, to the Americas, the Far East and Australasia (Lever 1983; Lanfranchi and Taylor, 2001; Giulianotti and Roberston, 2009; Taylor, 2010). However, following the Puskas-inspired Hungarian defeat of the England team in 1953, and the European supremacy in the late 1950s/early 1960s of Real Madrid sides, English football was almost forced to recognise that it was no longer the dominant force and began to embrace wider European concepts and talent.

Partly created by media hype and partly recognised by those within the game, a perception exists that many of the recent successes in European club championships and major international tournaments enjoyed by club and national teams have been achieved because of the leadership and influence of „foreign“ coaches. From early failed incursions into the English game (Eg. Josef Venglos at Aston Villa) a growing number of non-British coaches have experienced English professional football. They include: Arsene Wenger – Arsenal; Rafael Benitez, Gerard Houllier – Liverpool; Jose Mourinho, Claudio Ranieri, Guus Hiddinck, Carlo Ancellotti – Chelsea; Jacques Santini, Frank Arnesson, Martin Jol, Juande Ramos – Spurs; Gianfranco Zola – West Ham; Roberto Martinez – Wigan; Roberto Mancini – Manchester City; and Fabio Capello managing the national team (see Tables A-I).

When the cultural traditions or approaches towards coaching and managing emanate from the same or similar stock, the outcome is usually one of uniformity or similarity. To be distinctive in the pursuit of success requires a change from without rather than from within. Such changes would also need to be radical rather than cosmetic and narrow. In-migration of non-indigenous coaching talent, it seems, is becoming increasingly fashionable as more clubs (and the English F.A.) seek to add both a different, possibly more successful, continental dimension to their playing style and maximise the performance of any foreign stars. How easy or difficult is it for non-indigenous coaches to affect change? This issue could relate to conflict with established coaching „practices“ or the organisational and corporate culture of a club that may be resistant to change. These key themes also relate to broader management themes concerning problems of employing expatriates or functioning as a manager in a different cultural context.

Set against a wider conceptual backdrop of globalisation and migration policy/process sub-cultural modification is explored from an agency-structure standpoint. Data gathered in response to the research questions is evaluated against occupational sub-cultural resistance to, or assimilation of, innovative, signifying practices introduced by increasing numbers of foreign coaches operating within elite level English professional club football. Avoiding mono-causal analyses this investigation uses Maguire“s (1999: 215) challenge for the researcher to become „a hunter or destroyer

of myths and a provider of adequate reality – congruent knowledge“ as a point of departure. To do so requires a particular methodological approach.

**Chapter 5**  
**Research methodology**

## **Research methodology: design, dilemmas and direction**

This chapter reviews the methods employed in the process of researching the perceived influences of non-indigenous coaching talent on the occupational subculture found within professional club football in England, why particular methods were selected, problems that arose and refinements made to methodological imperatives. Central aspects of the research such as motivation, focus, question formulation, identification of primary data sources, collection methods, analysis and presentation of inferences did not always follow a linear path with clear application. However as the research progressed, understanding of the topic, of theoretical perspectives and of the research process itself, all increased helping develop greater awareness of the appropriateness and validity of particular methodologies alongside a more acute appreciation of ethical dialectics. Also discussed are how initial practicalities and potential obstacles were overcome and/or refined to give the research a definition, direction and course of action.

### **5.1 Introduction and research motivations**

The literature reviewed has highlighted an increasing presence of non-indigenous coaching talent operating in elite level English football. Implicit in this perception is that different football culture incarnations may impact on prevailing „tried and trusted“ or established traditional practices common to the occupational subculture. An obvious initial strategy was to merely find evidence, which did no more than confirm or deny this likelihood via a simple research approach. However, it is argued that any reworking of existing theory in the pursuit of developing new conceptual frameworks requires a concomitant reconsideration of methodological platforms.

The fundamental nature of the adopted methodology responds to Maguire’s (1999: 216) plea for sports sociologists to „go native“. Arguing that immersion in the research process can help emancipate the study of sport in society through dialogue with wider issues, he adds this is particularly important in sports labour migration research through which „the craft of good sociological inquiry“ (Maguire, 2004: 480) may be enhanced.

For Sugden and Tomlinson (2005), sustained and ephemeral attempts to intellectualise (or over-theorise) inter/national sport-related concerns such as gamesmanship in Formula 1 racing or the increasing presence of foreign owners in English football become superficial rather than deeper contextual descriptions of „real life“ actions and practices. They argue that:

Mostly „academic“ information and research about issues such as these are garnered second-hand and tend to draw from library based research and efforts of the media. Such material tends to be stale, one-dimensional, impersonal and lacking in authority (Ibid: 36).

Without dismissing principally academe focused research Sugden and Tomlinson (1999) contend that protocols embracing elements of investigative approaches enable critical exploration of how social theory plays out in lived situations. They maintain that: „theorizations and interpretations benefit greatly from investigation which is grounded in the lived experiences of those engaged in the area of cultural production under scrutiny, including a sensitivity to life-histories“ (Ibid: 387).

## **5.2 Research Design**

Ideally, a research design should set out the research perspective, the theory that will construct the primary concepts, explain what data are required and why particular methods are adopted, then discuss methodological problems and suggest solutions (Holliday, 2002; Walliman, 2005; Flick, 2009). Pre-emptive planning principally sets out the research rationale and outlines key objectives that in turn guide the preparation required to undertake the process. This groundwork creates a structure of practical considerations, highlighting that the specific research focus should inform approaches to data, method and analysis (Blaikie, 2000; Patton, 2001; Gibson and Brown, 2009).

Planning, therefore, is clearly a critical aspect of the research process and it is advisable to plan as thoroughly as possible before data collection begins. However, previous experience showed that research involving primary data was not so straightforward and planning does not only take place at the start of the process but also refines throughout. Progressive fieldwork focusing and data collection developed

as the research „unfolded“ to increase quality (Robson, 2002: 5), but were constantly influenced by the periodic (dis)appearance of coaches and managers.

Although initial motivation was not based on a single „formal“ theory, there was a strong investigative sense that an approach founded on an informed rather than academic interpretation of social reality, was better placed to report and, more importantly, critically analyse data reflecting „daily life“ within the game. Rather than setting prior boundaries and concepts, this premise allowed evaluation of concepts as they developed from the data. Whilst in agreement with O’Brien’s (1993:11) claim that all research is based on „theoretical scaffolding“, this investigation contains elements of „motivational scaffolding“ underpinning a drive to understand evolving connections between agents of change in a familiar sub-cultural context. Both interpretation, „which comes to the forefront of research work“, and „inward“ reflection (Alvesson and Skoldberg, 2009: 9) underpinned the expansion of theory during the research process alongside conceptual refinement, evaluation and developing understanding.

Claims of inherent difference between theoretical and empirical studies are often used to defend against overburdening ethical policing. Murphy and Dingwall (2007: 2227) employ a similar argument when endorsing flexible rather than rigid approaches to research design and theoretical delineation inherent in ethnographic research. They consider shifting paradigmatic and conceptual responses made to emerging insights as „distinctive characteristics of ethnography“ (Ibid). It is argued that in many ways an initial broad-brush stroke rather than a finite series of academic paradigms actually added strength to the research since it began with an open-minded desire to investigate a familiar area from both academic and practitioner perspectives.

It was felt conversant explanation rather than description was needed to bring significance to the links and relationships between emerging concepts. Accordingly connection with elite labour migration, sub-cultural theory, signifying practices and agency and structure identified issues of power and control began to help explain the concepts evident in the data. However, single theories appeared too specific or limited to cover their increasingly complex interrelationship. In essence, theory was not being tested - it was also developing. Arguing for what is effectively a reflexive approach to

social research Davies (1999: 5) feels an imperative that „fully acknowledges and utilizes subjective experience as an intrinsic part of the research“ is more likely to reflect everyday life than approaches seeking to justify detached objectivity. Carrington“s (2008: 443-444) evocative account of his research „journey“ concludes by challenging the perceived virtues of empiricism in adopting a „radically reflexive disposition that at every stage problematizes both the boundaries of ethnography“ and inherent forces affecting aspects of social life.

Greater awareness of the process of research crystallised the need to critically address biographical influences and values formed by a career in professional football coaching, and if the research process itself really could be neutral. Reassuringly it became clear that conceptual links made between themes uncovered in the data, and understanding about the influence of personal experience set against respondents“ beliefs and experiences actually enhanced rather than inhibited objective response analysis. Research is clearly a process that requires a balancing of data accumulation against self-conscious appraisal and critical reflection (Kvale and Brinkman, 2009). This seemed especially true of research seeking to explore issues or events located in sub-cultural situations the researcher was acculturated to. Despite potential challenges of motivational or biographical bias, it is argued that collecting data with a reflexively grounded theoretical footing helped avoid paradigmatic boundaries and pre-conceived value judgements.

Accordingly, much of this research develops from biography and, understandably, is subject to questions of bias. Issues surrounding possible „biographical bias“ (Patton, 2001:93) form part of the introductory chapter but it is important to outline how biography affects not only the *research process*, but also the developing understanding of the *process of research*.

### **5.3 Biography and potential bias**

As the fundamentals of this research are founded on others“ perspectives, motivation to undertake the project must also include acknowledgement of interest, proclivity and possible misinterpretation of data (Fetterman, 2009). Maxwell (2009: 243) considers bias as the propensity to distort data collection or analysis according to the



researcher's „theory, values or pre-conceptions“. Motivated bias, conscious or otherwise, seeks to produce data in order to serve goals other than new knowledge production (Hammersley and Gomm, 1997). Some suggest the use of standardised approaches to data collection and analysis as a means of negating possible bias (Walliman, 2005). In considering Holliday's (2002: 52) forceful argument that there is no such thing as „value free or bias free design“ against the scope and complexity of social investigation it may be argued standardisation of research criteria can never be achieved nor bias completely nullified. Moreover, it is important that data should be understood according to context (Alvesson and Skoldberg, 2009).

Some contemporary research literature continues to treat bias (biographical or otherwise) as an influence that must be eliminated (Hodkinson, 2008). Yet, traditional research „qualities“ such as validity, reliability and objectivity are increasingly succumbing to „method-appropriate“ research quality indicators that focus on both process and product (Flick, 2009: 460). In essence there is growing philosophic and ethical latitude whereby the end can often justify the means. This appears especially true of investigative interviewing which may provoke anything from confrontational to consensual inter-reaction in the pursuit of new perspectives (Kvale and Brinkman, 2009).

It is assessed that validity cannot be a central pre-requisite, as researchers can never be completely sure of the reliability or „truth“ of information. However, subjective interpretation does not seek to claim „truths“, rather it seeks to question them. This, therefore, leads into consideration of ethics.

#### **5.4 The ethics of ‘insider’ research**

A critical part of the fieldwork involved ethical consideration of collecting and dealing with sensitive accounts. Taking what could be perceived as the moral high ground Hammersley and Atkinson (1995: 263) feel that although the ultimate goal of research is the „production of new knowledge“ – it should not be achieved at all costs. However, they accept that the benefits of „new knowledge“ may, at times, influence, outweigh or even supersede some ethical considerations.

Attempting to reconcile the dialectic tensions between moral innocence and moral goodness Kieran (2001: 158) argues that:

If investigative journalists were required to be morally good they would be unable to penetrate the murky world they need to investigate...to do their job. Getting one's hands dirty comes with the territory.

Ethical considerations of most research paradigms usually centre on the rights of participants to be informed about the processes and products of investigations involving them (BSA, 2004). However, the integrity of investigative sociological research encourages disclosure to inform public as well as academic audiences (Sugden, 2002; Sugden and Tomlinson, 2005; Aldred, 2008). An overriding sense of obligation towards people's „right to know“ may influence a researcher's ethical considerations, especially when „real world“ investigations are concerned (Wheaton, 1997: 169). Although showing admirable caution towards irresponsible „print and be damned“ tabloid journalistic mantra, she pointedly concludes „nothing would ever get done if unrealistic ethical standards were adhered to.“

Sugden (2004: 215) reinforces the point contending that data quantity and quality would diminish if the „ethical codes of bodies such as the BSA“ were followed to the letter. But, he highlights an important professional: academic research ethics dilemma by asking:

Is investigative sociology inherently amoral as a research strategy, and if it is, does this mean that investigative researchers are morally unethical? (Ibid.).

In its „*Statement of Ethical Practice*“ (2004), the British Sociological Association (BSA) emphasise the sustained protection of subjects' interest in the way data is interpreted and communicated to a wider audience. Tomlinson (1995) and Sugden and Tomlinson (2005) have elsewhere argued an investigative journalistic approach to qualitative social research. Yet, whilst both consistently attempt to remain true to their research theme(s) they acknowledge that betrayal of a subject in the form of exposé or damning account disseminated in the public domain breaches personal and professional ethical boundaries. Conversely the „over-anonymisation“ of interview narratives could be considered a betrayal of public interest since the information may be perceived as constructed or dishonestly misleading.

This sensitivity explains why some researchers decide to quote important individuals by name but refer to others, as „officials“, or as „club sources“. Interviews with elites, such as former national coaches, can lead to accidental disclosure because of the difficulty of masking identity. In practice dogmatic anonymisation cannot always be applied to ethnographic sociological research since not only what people say is important, data quality, depth and authenticity is enhanced when derived from high profile informants. In this research participants' specialised status reflects experience of daily life within the occupational subculture under investigation and the rich data collected often demands identification to confirm its richness and source authenticity. This point is reinforced by Powell and Lovelock (1991: 128) who argue that the „ultimate quality of a piece of work, indeed the very possibility of carrying it out, depends on the researcher negotiating and sustaining access“ to high level participants. Hence having assured access, attempting to disguise sources of rich data that ultimately both enhance and distinguish a study may be considered counter-productive.

However, the confidentiality rights of participants are often more important than the researcher's right to inquire. Insider research enabled access to high status participants but in doing so an important confidentiality issue became increasingly apparent. Because participants knew the researcher personally or were aware of a common professional and sub-cultural association some powerful, potentially damaging personalised perceptions of other public figures emerged in the data. Accordingly confidentiality assurance was considered paramount in order to protect the identity of respondents and those criticised and to maintain the researcher's reputation and status within the subset.

Researchers often use pseudonyms as part of the coding process however most employ the practice to protect vulnerable participants such as children (Burnett and Myers, 2006) or when conducting e-mail interviews with potential for public domain exposure (Lokman, 2006). Following transcription of raw interview material it was decided to use pseudonyms when presenting analysed data. This was also a result of dissatisfaction with numerical identification, which, like the use of „subject“ prefixes, although anonymous, tended to impersonalise the narrative and detract from the authenticity „lived“ accounts tend to provide. Pseudonyms are principally used to

mask participants identities however a key aim of the research was to ascertain the perceptions of those directly involved in elite level football in England. Hence because it mattered who said what participants were given pseudonyms supported by biographical descriptions (see appendix 2) that although not disclosing identity enables the reader to better understand the source and particular standpoint from which the rich data emanated (Gibson and Brown, 2009). It was thought adoption of this procedural approach would „minimize the link between identifiers and the data“ (Sieber, 2009: 124) helping locate their perspectives at the indigenous: expatriate interface simultaneously maximising the advantages of insider status whilst remaining true to the research aims.

In any exploration of a particular group there has to be some soul-searching if their private worlds are made public especially when, as in the context of investigative research, relationships are bound by trust where informants regard the interviewer as a confidante, a person who will accurately record and report their insights. The main point of departure from investigative journalism to an investigative sociological approach is the goal of understanding, interpretation and critical explanation within existing or new theoretical frameworks. However, despite the overall objectives of this research, disclosure for the sake of exposé, sensationalism or ideals of research distinctiveness is anathema to valid sociological inquiry and was not considered appropriate for this project. The very nature of insider research is one of accessing privileged information. Yet an insider standpoint epistemology whereby, for example, the language and activities of a group are constructed relative to their particular social location, may actually produce „surface reality“ accounts reporting what already exists rather than opening up a phenomenon for critical inspection. In essence, it is not only the qualitative researcher’s function to capture participants’ conceptions of events; it is also their responsibility to critique them (McFee, 2008). Equally superficial is the exposure of sub-cultural beliefs and behaviours to investigation by non-members (as outsiders) who may lack the ability or underpinning knowledge to accurately interpret such activities. As a result some critique-orientated work on football appears under or over theorised amounting to little more than romanticised journalism or uninformed rhetoric. This is not to dismiss the investigation parameters of other sociological researchers. Rather, an ideal combination is one of insider knowledge and experience coupled with outsider, academic motivation.

The very fabric of this research is founded on the perceptions, experiences and beliefs of those integrally involved in high-level professional club football. Acutely aware of the need to consider the personal and professional ethics surrounding the conduct of insider research and to guard against bland reportage of information gathered from key agents, this study attempts to balance respect for participants against a commitment of remaining true to the academic integrity of the project's aims. Accordingly, whilst biography has been acknowledged and addressed, it cannot be removed from its central position as both the focus and the social context of the research.

### **5.5 Investigative, 'insider' research**

Adler and Adler's (1987) classic research relationship discussion positions Chicago-school style outsider observation of a particular social group setting at one end of a continuum with total researcher immersion at the other. Essentially, the continuum speculates the merits of insider or outsider status and associated criticisms concerning the overtly „scientific“, detached observers role compared with the ethics of exploiting insider access. However, a research position located somewhere between has its advantages. Their hybridised conception of „overt and covert roles“ (Ibid: 21) allows the researcher not to disclose the purpose of their membership in order to elicit natural rather than artificial responses or behaviours. In contrast to a truly insider approach where a full member openly engages in research on a group (Dandelion, 1995), some investigative researchers infiltrate a particular group with the principal aim of disguising their true identity and purpose when conducting sub-cultural studies (Sugden, 2002a; 2007; Sugden and Tomlinson, 2004).

Unlike the gonzo tradition where the researcher adopts „a position that is as close to the subject without becoming part of it, and uses that position to present an evocative, personalised account“ (Gratton and Jones, 2004: 21), the premise of this research does not employ an insider stance concerned with voyeuristic reporting of a particular group's activities. Adopting a critical insider approach which serves to analyse rather than simply disclose the views, beliefs, values or practices associated with a subculture helps define and distinguish this project from others concerned with overt or covert, insider or outsider ethnographic orthodoxies.

The researcher's background as a former professional coach resonates with what Hammersley (2008: 12) considers an „insider-outsider“ research platform founded on ... a partly detached position which ...gives rise to the heightened perception of symbolic boundaries and membranes which create the universe of the „we“ relationship of inclusion and exclusion...and...makes one sensitive to the lines of internal stress and cleavage.

This can give reflective distance to issues of cultural transmission, symbolic rituals and taboos, and mechanisms of reproduction and control. Such experience can develop a „biographical consciousness“, which can be highly influential in the research process. As Hammersley (Ibid.) suggests „the role of personal experience in the genesis and elaboration of sociological theory is not something we are always conscious of. Yet its influences can be profound“. Some perceive „insider-outsider“ research as a „team“ approach (Thomas, Blacksmith and Reno, 2000) whereby the insider gathers data for an outsider to interpret or put an academic, explanatory spin on the material generated (Hartley and Benington, 2000). A basis of experiential insider knowledge of shared activities underpins what may be considered „informed ethnography“ where an insider research position of critical subjectivity enables better validation of responses, behaviours and beliefs. Hence whilst the research was conducted as an „insider“, the context of the research was interpreted from an academic, „outsider“ perspective (Holliday, 2002).

Founded on this informed ethnographic imperative high quality data is interpreted from an investigative sociologist standpoint rather than a principally academic or sensationalist platform. Accordingly, recognising and acknowledging the merits and potential of biographic bias, the location of the researcher in the context of the sub-cultural investigation is considered a strength not a weakness of the research.

### **5.5.1 Advantages of Insider research imperatives**

Ethnographic research activity can be prompted by a desire to investigate a problem or phenomenon from the „inside rather than periphery“ (Brewer, 2000: 59). In agreement Fetterman (2009: 544) argues the principal aim of ethnography is to advance understanding of a particular social or cultural context from „the emic or insiders perspective“.

Autoethnographic research conducted on a first person basis enables reflection on, and challenges to, personal assumptions, beliefs and practices (Ellis, 1999). A second person approach facilitates collaborative enquiry concerning a common theme. However, engagement in third person research moves beyond first and second person audiences helping develop „understanding and theory that is extrapolated from experience as complete members of an organisation or subculture“ (Coghlan, 2003: 460). For him, insider research

...draws upon the experience of practitioners...to generate useful knowledge about how organisations manage change and key actors perceive and enact their roles with regards to change (Ibid.).

His articulation of what may constitute an insider methodological approach resonates strongly with this research in that sub-cultural change usually involves fluctuations in social influences (Tomlinson, 2007) or the dialectics of control exercised by powerful agents (Cassidy, Jones and Potrac, 2009). It is argued that, founded on a combination of full membership and personal experience, an insider perspective enables clearer identification of the symptoms, causes and effects of sub-cultural change. This approach draws strength from Gummesson (2000: 9) who considers „pre-understanding“ or insightful familiarity, knowledge and experience a necessary component of what he terms „authentic“ (Ibid.) insider research in that it supports the gathering of applied rather than reconstituted knowledge. Jennings (1996, cited in Sugden and Tomlinson, 1999: 389) also advocates a direct research imperative suggesting „there is no substitute for first-hand investigative fieldwork for getting under the skin“ of a social research project.

Coghlan (2003: 456) feels insider researchers possess an advantageous combination of prior and a priori knowledge of „the everyday jargon; they know the legitimate and taboo phenomena of what can be talked about and what cannot“. For example, in media interviews destined for popular consumption elite level football-related discourse is usually constructed on the basis of exclusion whereby the projected public image actually masks sub-cultural „reality“. In short, players and coaches often say what they think the viewers want to hear in a user-friendly way. Here sanitised language essentially prevents intrusion and/or critical examination into what is, ostensibly, a private world that employs jargonised communication on a daily basis.

Although language and discourse can be considered central to any sub-cultural exploration however interesting or appropriate, space does not allow their investigation in terms of linguistics, speech formation or discourse analysis since what respondents say is usually more important than how they say it. But, responses can be coded in jargonised language specific to a particular subculture. Analysis of language is useful in understanding explicit or implicit meaning. Language is, after all, the method of cultural communication and comprehension.

In terms of elites, language is often used to transmit knowledge that reinforces status and power where understanding depends on the receiver's (in)ability to correctly interpret meaning. Bryman (1992: 222-3) outlines that language is used for social organisational purposes by elites where „...discursive repertoires are tailored to convey a sense of their expertise and authority...“ and where there is

...the capacity for leaders to use language as a resource for „framing“ the ways in which issues that they see as important are conveyed. People who wish to contest leaders' ideas must respond in the leaders' own terms...

It was felt the researcher's status as a former member clearly facilitated effective navigation through any language barriers outsiders may encounter.

For Hartley and Benington (2000: 464) an informed ethnographic research platform also has distinctive advantages over the traditional „academic as expert“ approach highlighting data richness as a principal strength. Their study of applied organisational research found that because respondents knew fellow practitioners were conducting an investigation „more textured responses“ (Ibid: 471) were likely to result than those offered to academics working alone. Of profound interest to this study is their conclusion that an insider research perspective is particularly „useful and valid for interviewing elite actors“ (Ibid.). By accessing the perceptions of a range of participants concerns regarding a „relativist position that privileges the assumed authenticity of a single voice“ (Sugden, 1999: 395) are countered. Whilst the rhetoric of elite participants may be uncritically reported in an effort to impress a particular audience, other sub-culture members whose experiential knowledge enables discernment between different versions of „truth“ can also meet it with varying



degrees of scepticism. This also represents a major distinction over similarly focused studies.

Insider research conducted from an investigative sociological standpoint can remain true to its focus and ideals in presenting events as they exist – not socially or academically constructed for presentation. Rather than rely on „sociological imagination“ insider research facilitates deeper understanding, examination and, more importantly, interpretation of social events and their meaning. Cementing the aims of this investigation informed insider research is more concerned with understanding social processes and their wider impact upon a particular events or groups of people from an inside perspective rather than as uncritical reportage (Flick, 2009). In summary, insider research provides the opportunity for authentic, critical insight into what is an exclusive cadre. There are, however, some less positive aspects of insider research protocols that require acknowledgement.

### **5.5.2 Constraints of insider imperatives**

Despite a number of advantages it may be argued that an insider perspective close to the data has its drawbacks. For example, because of „insider knowledge“ (Holliday, 2002: 87), potential exists to assume rather than probe participants“ responses or to simply reframe them according to personal perceptions. This tension can provoke a biased, subjective interpretation of interview data which, allied to perennial qualitative research concerns over the reliability of subjects“ responses, may attract „sociological construction“ criticism (Blaikie, 2000: 196). Kvale and Brinkman (2009: 146) warn that „researchers may so closely identify with their participants that they do not maintain a professional distance, but instead report and interpret everything from their perspective.“ It is argued a combination of personal insider experience and an outsider commitment to identify and critically explain emerging issues helps mitigate potential threats to the fear of one-dimensional research Kvale and Brinkman (Ibid) caution against.

A principal dilemma associated with „dirty hands“ insider research activity, where the researcher may not remain ethically sterile in investigative study of a particular social group, centres on issues of trust, ethical integrity and disclosure of potentially

damaging material (Fetterman, 2009). Spencer (1991: 29) claims that „...it is legitimate, under certain conditions...to mask one’s true purpose of seeking facts rather than the perpetuation of myths, in order to obtain the information essential to sustain a free society“. In this study most participants knew the researcher personally or through mutual acquaintances in the game, which rendered this approach inappropriate, indeed undesirable. In addition, it was never considered justifiable since the researcher had to consider reputation and access for future research projects.

Insider research has potential for friction or even resentment. Some commentators suggest the interview dynamics between an insider claiming „neutral“ observer status and participant members is liable to evoke animosity if the „insider“ is perceived as having turned radical (Tomlinson, 1999). Central to this is the perceived threat of potential media „exposure“ for the respondent. An „insider-outsider“ research relationship stressing a „one of their own“ background helped assuage the omnipresent fear of red top sensationalist reporting of football-related stories held by many high-profile members of this particular sub-culture. Participant wariness of this approach was avoided by stressing the research intention of portraying the „real“ inside story rather than a sanitized version intended for academic consumption or lurid reportage.

However in the spirit of critical inquiry opinions offered were critically examined against other primary sources. In some cases interview data from players or staff were compared and contrasted with the perceptions of coaches they had worked under who also featured in this research. This proved a useful means of „cross-critique“ when disparities emerged in the fieldwork phase. For example in interview one coach stressed his caring, almost paternalistic managerial style. Yet when questioned about this a second participant refuted the claim suggesting the coach was „ruthless“. In contrast, when this perception was put to a third interviewee he regarded the coach’s style as weak, almost „soft“. It became apparent cross checking a series of responses against the perceptions of others who had worked with a particular coach enabled both confirmation and refutation.

Checking the validity of inferences also involved cross checking of interview data against secondary information to cross check and/or cross-reference responses. Primary data was compared with other periphery forms such as journals, reports,

popular written media such as football magazines, broadsheets and auto/biographies (Holliday, 2002). Contemporary methodological thought tends to dismiss the necessity of this process as an alternative to validation rather than a quality assurance mechanism preferring an enrichment of a deep, singular approach (see Flick, 2009). However, drawing on the work of van Heugten (2004) a data reliability paradigm was established whereby trust in participants' responses was balanced against scepticism and corroboration.

Although research should be set in a context where inferences can be verified to prevent the project becoming too journalistic, that is the presentation of perceptions without critical analysis of them, accrued knowledge of the area facilitated both a healthily sceptical and interpretative approach to neutral consideration of information validity and reliability. Again, this is considered a strength of the research. Overall, it was felt insider status helped allay the inherent suspicions associated with sub-cultural research conducted by non-members (see Gray's, 2005 discussion of approaches to feminism issues for example). This was manifested in the apparent high degree of trust developed in interviews, as almost all participants seemed to express their views and beliefs freely.

## **5.6 Data collection: Interviews**

A major factor influencing the procurement of high quality data and the richness of this information was how the „insider“ status of the researcher influenced not only the research design but also approaches to primary data collection. The rationale for conducting interviews relied upon a range of literature (Alasuutari, 1996; Gubrium and Holstein, 2002a, 2002b; Silverman, 2004; Walliman, 2005; Kvale, 2007; Gilbert, 2008; Flick, 2009; Kvale and Brinkman, 2009).

The principal approach to data gathering centred on conducting interviews on a semi-structured format. Bound by a series of pre-set questions a semi-structured interview schedule usually involves largely informal discourse between researcher and participant. Holstein and Gubrium (2000: 119) stress the efficacy of this form of interaction in its capability of creating „a climate of mutual disclosure between interviewee and interviewer.“ In doing so they make an important distinction between

a structured researcher-led question and answer session and unstructured dialogue. In essence they are advocating a natural flow of conversation where the researcher guides or controls direction whilst allowing the respondent to talk freely and openly. Although structured questioning is an important factor in securing interview data Dale (1996) cautions that too much regularity can prove counter-productive reducing the chances of an interviewer successfully capturing a subject's experiences.

Qualitative interviewing allows depth of information and was considered the most suitable methodological approach to data collection. But, it is open to accusations of subjective bias as interviewers can mislead, misrepresent or reconstruct responses (Kvale, 2009). Furthermore, it must be recognised that interviews are social interactions affected by both the researched and the researcher. However, the principal advantage of this approach lies in both its flexibility and reflexivity. This places the interview process on a less formal conversational basis where responses may overlap the question schedule or, as in a number of instances, produce unexpected data (Johnson, 2002). In addition to putting respondents more at ease, thereby increasingly likely to communicate their thoughts, beliefs and experiences a semi-structured interview framework facilitated further interrogation. Berg (2001: 70) feels this capacity represents an integral part of investigative research adding that:

Questions are typically asked of each interviewee in a systematic and consistent order, but the interviewees are allowed freedom to digress; that is the interviewers are permitted [in fact expected] to probe far beyond the answers to their prepared and standardised questions.

Hence a real advantage of the selected approach is the opportunity interviews provide for collection and rigorous examination of primary source data found in narrative accounts of a subject's social world (Silverman, 2004). In addition to providing information not available in documentary form or in the public domain, they can confirm or adjust publicly available accounts of sub-cultural activity. This is particularly helpful in identifying and understanding the influence of structures, individuals and agents involved in establishment or modification of accepted behaviours, practices and values (Kvale, 2007). For Holstein and Gubrium (2000: 112) interviewing is a proactive „way of generating empirical data about the social world by asking people to talk about their lives“. Defending the ethno-methodological

advantage of interviews Hammersley (2008: 97) suggests critique of their usefulness as data collection conduits does not undermine validity. Concluding that if it did „all research findings would be invalid, since they are always open to at least some threats“, he adds that „the fact every informant has background assumptions, preferences or interests does not automatically mean their accounts are biased“ (Ibid).

Perennial epistemological scepticism concerning whether reality can ever be represented in interview data is unlikely to be satisfactorily resolved. However, such information, although often constructed in the telling rather than knowing is very useful in the exploration of cultural phenomena since it is usually founded on respondents“ cultural resources. In other words their perceptions have been shaped by cultural experiences that may have influenced certain values, beliefs and behaviours. Such data is, therefore, an important source of cultural reflection rather than an opportunity for romanticism to preside over realism. Interview material collected in this context can be considered both valid and, where high-level respondents are secured, rich data. As Hammersley (2008: 100) concludes: „radical critique of interviews is not as powerful as some critics believe.“ He adds:

The use of interviews as a source of information about the settings in which people participate or chat about their experiences, attitudes, perspectives are a viable source of primary information especially when the content is triangulated against other approaches and data sources.

In order to substantiate or challenge aspects of this new database recourse was made to a further range of information sources. In some cases telephone or personal contact was made with other subculture members to crosscheck a particular view or statement. Although not formal interview situations, Gibson and Brown (2009) value both these methodological approaches as quick, highly productive protocols that often produce evocative material – especially where high profile participants are involved.

### **5.6.1 Participant selection**

Although the aspect of football culture under investigation was a relatively private world, in order to explore any key issues as fully as possible it was necessary to obtain a wide range of perspectives. Access capability usually determines subject

selection but in this research almost all targets were able to participate (n=25). They included: five indigenous players, eleven former and current indigenous international, European and domestic league club coaches, four non-indigenous coaches, two specialist coaches/ physiotherapists, one academic, one author/broadcaster and a PFA official.

It was therefore important to purposely select participants who were (or have been) key agents in the research area able to offer different perspectives on the way practice was imparted or received and, perhaps more importantly, willing to communicate their respective perceptions, experiences and beliefs. Gubrium and Holstein (2002a: 15) argue the data generated through interaction with such „active“ subjects cannot be „tainted“ (Ibid) or distorted by interviewers because of their status as elite, authentic sources. However, targeting potential individuals for interview involved overcoming the fundamental qualitative research fieldwork problem of securing access.

### **5.6.2 Access**

The informed ethnographic approach adopted permitted access opportunities to potential subjects rather than the impregnable barriers most researchers, as outsiders, would encounter. According to Punch (1998: 163) „the researcher“s background can be of considerable importance in opening or closing doors.“ As with Denzin and Lincoln (1998), Patton (2001), Robson (2002), Kvale (2007) and Kvale and Brinkman (2009), access started with the cultivation of personal contacts. Over the course of a fifteen-year career associated with elite level professional football the researcher had built up an extensive portfolio of contacts within the game, which, in turn, enabled direct or re-directed access to a range of informants to help ensure „representivity“. As the researcher“s personal contact list expanded so did the potential for future research and access to other useful participants.

The most direct route exploited was one of previous coaching experience. Several established *Premier League* players (and coaches) were coached by the researcher during their formative years and were happy to be interviewed. In addition having worked alongside other coaches in a professional football club situation the researcher

was able to identify principal subjects and those who could also act as intermediaries or „gatekeepers“ (Punch, 1998: 163) facilitating subsequent contact with others.

Possession of a telephone database proved a very effective resource with those respondents contacted directly unanimously agreeing to participate in the research. In order to enhance the information pool a number of other avenues were explored to facilitate access to selected informants beyond the researchers direct contact capability. A mixture of re/directed, indirect and opportunistic or „chancing“ approaches to accessing informants was used. Although not all resulted in straightforward, immediate access the strategies employed proved largely successful. On several occasions existing contacts were used as gatekeepers to mediate and/or arrange meetings with potentially profitable informants (for example, a former colleague when chief scout at Blackburn Rovers proved instrumental in organising an interview with a high profile manager). Where the researcher did not hold personal contact details established associates were consulted as part of a „redirected“ approach. Most responded positively providing office, home or mobile telephone numbers of selected individuals. In some instances spectacular success was achieved in procuring direct numbers for high profile figures.

Another form of indirect access involved an interview conducted with relatively low status subjects at a particular club which once concluded were followed by an enquiry regarding whether a more relevant, pre-selected participant was available. This worked particularly well in gaining interview time with a *Premier League* and former international coach. Following their interviews two members of the club’s coaching staff who had worked with the researcher negotiated access to the manager and despite a minor timing hitch (a promised „ten minute“ slot overran to thirty) the perceptions of this „additional“ participant proved highly beneficial to the research objectives. This element of „opportunism“ was also employed in several speculative ways. These included co-opting academics or former coaches attending functions such as supporter group meetings or conferences.

Overall, only two gatekeepers questioned the researcher’s current capacity or research motives. Such enquiries were countered by vague reference to „a PhD in football“ or aims surrounding presentation of „real“ rather than manufactured images of those

involved in the game. However, even in these situations direct lines to the personal assistants of an Arsenal manager and former Manchester City boss were afforded. Other methods of primary data collection utilised informal personal communication garnered from „chance“ meetings. For example a current international *Premier League* player recognised the researcher in a restaurant and chatted about the current plight of his team. Similarly the West Ham United club historian was only too eager to comment on the club“s particular playing culture when approached at a book launch.

Admittedly, mild subterfuge also proved useful on occasion in accessing some informants. Name-dropping worked especially well. This often involved the researcher contacting a club or organisation stating he was from „Everton Football Club“. This approach often prompted return calls. The personal assistant of the League Managers Association CEO even provided his mobile telephone number without hesitation. Even though some club officials reported the targeted individual“s unavailability due to being „out training with the team“ (a Cardiff City manager for example) most replied later that day. Others were more positive when the researcher“s (previous) role as academy director was used as introduction. In similar vein „a friend of a friend“ approach yielded positive results. The name of a high profile participant was often injected into a conversation with a gatekeeper to provide an element of „street credibility“ to reinforce the need to contact a targeted individual. Again, this was never questioned especially when mention of being a „former coach at Everton football club“ quickly followed. Amazingly one such speculative call to Tottenham Hotspur provided rich data in the form of a tirade of abuse directed at a foreign manager. The club telephonist, arguably unprofessionally, supplied the home number of a former first team coach. Generally regarded in the game as outspoken his telephone interview became a litany of what could best be described as seriously slanderous comments concerning the coach“s abilities (see later discussion).

A major subsidiary benefit of employing an insider paradigm was that in addition to being acknowledged, as „one of their own“ participants were more than willing to contact others on behalf of the researcher. For example, during interview *Premier League* club manager „Hamish“ called former Scotland coach „Jimmy“ to ask if he would be willing to participate before confirming his mobile telephone number to the researcher. In another instance whilst simultaneously endorsing the study, a former



Liverpool and England striker introduced the researcher as „top man“ to a Manchester City teammate. This immediately placed him so much at ease that he offered his input when other interviews were concluded even providing a contact number. Although now at another *Premier League* club, given this player’s irrational behaviour on and off the pitch future research on the professional and personal behaviour of footballers is possible. Of course, little is guaranteed in football but this type of networking enabled more than a foot being put in the door of future research opportunity.

In summary, it was felt this strategic approach, in fully exploiting insider access provided rich data in relation to research objectives, likely to be beyond the reach of most other researchers.

### **5.7 Applied research – fieldwork**

It was important to know and understand the topic and set it within previous and contemporary social and sub-cultural contexts if interview responses were to be critically analysed or probed. In terms of researching what are essentially sub-cultural modification processes grounded knowledge of both the research area and selected interviewees was required. Prior preparation always involved familiarisation with the professional life histories of participants in the „sampling frame“ (Gibson and Brown, 2009: 56) and tailoring aspects of the interview schedule to reflect individual contributions and roles.

Background reading became a key component of fieldwork preparation. Knowing the topic required examination of existing research. This involved wider reading of material concerning respondents in addition to more „academic“ literature with football-related or overarching theoretical foci. Prior knowledge of the topic allowed an almost immediate evaluation of responses to questions. Rephrasing helped those participants who may not have fully understood initial questions whilst probing, supplementary enquiries were used to garner deeper or more pertinent responses where required. Although there was some trepidation in early interviews to doggedly pursue a line of questioning or push a particular point, the pre-interview routine of reading participant’s auto/biographies or data gathered from interviews conducted by others proved invaluable. This „familiarisation“ enabled identification of a subject’s

perceptions and beliefs and, more importantly, the probing of specific responses through referral to comments made elsewhere. This made enquiries such as „what do you think of coach „xxx“ who likes his teams to play power football?“ much easier when confirming or validating responses.

### **5.7.1 Power and truth in elite interviews**

Complicated as issues relating to access and interview ethics are, they are not as complex as those relating to the interpretation and use of data generated in interviews. At the heart of this process lie epistemological questions surrounding the „truth problem“ and its relationship to power and knowledge. As discussed earlier both researcher and respondent have power in interactions. Despite this, few people study high profile informants because „...elites are by their very nature difficult to penetrate [establishing] barriers that set their members apart from the rest of society“ (Hertz and Imber 1995: viii). In many ways status enhances „social“ rather than occupational distance since members of a select sub-group may find social interaction difficult yet be completely at ease with others within their vocational sub-culture.

Informants were identified and valued because of their roles/status either within the football community or because of their reputation for distinctive practices in player and/or team preparation. Their selection was central if informed „insider“ data was to be collected. Such prestigious status often places researchers in a subordinate position which may impact on the type and quality of interaction, more importantly, the quality of information disseminated. The schism between the occupational status dividing interviewee and interviewer usually represents a major barrier when conducting research with „elites“ who possess considerable power and authority (Aldred, 2008).

According to Bogner and Menz, (cited in Flick, 2009: 167):

Experts have technical process orientated and interpretive knowledge referring to their professional sphere of activity... The expert's knowledge and orientations for practices, relevancies etc. have also – and this is decisive – a chance to become hegemonic in a specific or functional context.

Their assessment clearly relates to the focus of this research since „the expert’s knowledge structures the practical conditions of other actors in their professional field in a substantive way“ (Ibid).

Elites are usually comfortable being asked about their thoughts and opinions (Kvale and Brinkman, 2009) and experienced in dealing with tricky questions and media situations, which enables them to respond guardedly when questioned, prompted or probed. However, in order to penetrate a media façade Kvale (2007: 76) suggests opinion is divided whether aggressive interviewing is an appropriate protocol. His declaration that for „some subjects strong challenges to their basic beliefs may be an ethical transgression“, can be countered by a contention that in instances where an interviewee is able to reciprocally engage in specialised communication „elite informants may be stimulated by such challenges“ (Ibid.). He adds this often results in freely given, richer data. This juxtaposition of elite interview technique has strong resonance with this study where, in the main, care was taken to listen to informants without recourse to researcher response, by simply allowing them to talk. This is balanced against a need to confirm or question from a position of personal knowledge and understanding.

Insiders understand how critical factors can affect an organisation or subculture and by drawing on their own experiences interviews can become intra-member conversations rather than outsider enquiry. In this research whilst respect was afforded to high profile subjects an element of subservience remained because of relative differences in status both occupied within the occupational subculture. However, the fact the researcher was a former member increased the likelihood of higher quality, franker and more accurate data disclosure compared to that afforded to an outsider (Hartley and Benington, 2000).

The point is reinforced by Flick (2009: 229) who feels a principal advantage of „going native“ lies in the ability to access information and insights denied to others. In the context of social research Adler and Adler (1987: 21) contend that informants often reveal „two sets of realities about their activities; one presented to outsiders and the other reserved for insiders.“ As this research unfolded it was clear that responses explicitly or implicitly referred to aspects of technical or tactical rationality engrained

in participants (established practice), or acculturated beliefs, values or behaviours (tradition) the researcher was familiar with.

### **5.7.2 Interview protocols**

Because territory can have an influence on the process and success of an interview (Gubrium and Holstein, 2002a), respondents were given the choice of time and venue providing them sense of control over the proceedings. This approach was considered mutually beneficial since it enabled informants to feel comfortable in familiar surroundings that were conducive to interviewing, improving the likelihood of high quality participant disclosure (Raply 2004). From a procedural perspective it quickly became evident that each context of data collection was relevant and helped determined data quality. For example, interviews were initiated with an anecdotal exchange of signifying practices some of which were shared. Others began with recollections of mutual acquaintances whilst several opening conversations were based solely on personalised accounts and experiences.

Some were affected by interruptions, either by telephone or other means, which tended to disrupt the conversation flow. Notwithstanding a few exceptions this did not cause many problems. However, during interview a foreign coach waved in a player peering through his office window. Courtesy prompted the researcher to pause the tape and motion to leave the room. Amazingly the coach shook his head before launching into the player berating him about the poor quality of his defending in the previous game suggesting he sought extra training. Once the player was dismissed the interview was resumed as if nothing had happened. Obviously the manager could have manipulated the situation by ensuring any potential reaction or exchange was in the presence of a „witness“. Or, he was consciously reinforcing recognition of the researcher’s background and familiarity with such day-to-day events common to this occupational subculture. Either way it was an extraordinary display of his apparently „paternalistic“ management style.

Semi-structured interviewing allows pre-set topics to be covered out of questioning sequence in order to preserve conversational flow and for the participant to address

other topics that may emerge from their responses. As a result deeper responses are more likely (Flick, 2009). This may, however, be at the expense of other questions especially if the interview is time-constrained. A strategy employed was to „steer“ the participant towards responding to priority questions. The interview schedule comprised a list of the main topics of interest in the form of area headings. Responses often overlapped topic areas and questions were added or dropped according to the data obtained and/or time available. Any contentious or controversial questions were usually left to last to avoid a premature end to the interview. As with other forms of ethnographic research the possibility that some informants will direct their responses to what they feel the research interests are and leave out potentially useful information has to be accepted (Gibson and Brown, 2009). A solution lies in the way questions are creatively framed to facilitate focused responses and potential for further disclosure. A downside, of course, is the amount of transcribed material that may be of little use.

The positive attitude adopted throughout this research was one of potential data for future research. For example during interview a PFA executive went completely off tangent naming and discrediting several football agents. His powerful rhetoric had little relevance for this study but material for future analysis was captured. However, such „unstructured“ exchanges did not truly reflect the nature and aims of this research, which sought, to access information, without excessive respondent „rambling“ and to gather quality rather than quantity. The obvious logistical dilemma is how to collect data that answers questions yet has the capacity to develop and explore appropriate areas beyond the scope of the research question which contribute to enhanced understanding.

Each interview situation required different methods to stop rambling which helped build a repertoire of tactics. Many approaches to establishing researcher/researched relationships were adopted according to levels of rapport and response quality/quantity. These ranged from friend, third person, and speculation to direct refutation of accuracy with varying degrees of success. Questions were used to probe, clarify and review whilst pushing as far as possible for information, attitudes and insights. It was clearly a „directing“ and „guiding“ of the conversation to get the best information possible without, more importantly, shaping responses to pre-conceived or what were considered ideal answers.

Conversely to keep the interview focused and prevent it from becoming too much of a „two-way“ conversational interaction, techniques were developed to encourage participants to disseminate perceptions or information. Non-verbal communication such as nods of agreement, encouraging smiles or questioning frowns were used to prompt further disclosure in a non-judgemental way (Silverman, 2004). Despite the best intentions this was not always possible. A former Preston coach underlined his eagerness to contribute by talking for almost two hours despite several interruptions the last of which was the beleaguered stadium manager asking him to lock the Deepdale ground when the interview concluded!

Interviewing elites was obviously central to the research and, given their highly public status, accurate recording of their rich data was an important consideration. Accordingly, each typically sixty-minute interview was tape-recorded (usually replayed during the return car journey). The use of tape recorders is endorsed by Fetterman (2009: 568) who contends they „effectively capture long verbatim quotations, essential to good fieldwork, while the ethnographer maintains a natural conversational flow.“ Gratton and Jones (2004) feel recording interviews and not taking extensive field notes helps build a rapport between interviewer and respondent with a resultant increased likelihood of the interviewee divulging more information. In contrast, Flick (2009: 295) cautions against the use of voice recording technology arguing that conversations may not take place „naturally“ and that participants identities may be compromised. In this research all respondents were high profile figures well accustomed to the pitfalls (and benefits) of „on the record“ interviews.

Recording conversations raised a protocol concern that if the intention was stated before hand some respondents might have refused the interview even though targeted participants were all public figures mindful of potential media fallout. Citing illegible handwriting (a truism) when attempting to capture verbatim, the tape recorder was introduced to the situation without any drama as an everyday accompaniment to the interview (Warren, 2002). This nonchalant approach was almost universally accepted. There was a notable exception. Of twenty-five interviews only one respondent, a previous England manager secured via a gatekeeper, flatly refused but was happy to pace the interview in to permit note taking.

Although field annotation was a matter of procedure this refusal required more detailed documentation. This participant was very guarded in every aspect of the research process. His cautious demeanour was perfectly understandable, as he had no prior knowledge of the researcher's background or current employment. Interestingly as the bestowed „five-minute“ interview progressed he became more agitated than relaxed especially when questioned about issues that outside researchers, perhaps, may not have knowledge of. He was arguably the least helpful or convivial of all contributors (see later discussion of fieldwork problems).

As a collection tool, note taking was problematic at times. It meant occasionally missing pieces of information but more importantly causing disruption of eye contact and intermittent distraction from non-verbal communication cues. Thankfully almost exclusive verbatim recording ensured little data was missed during interview. Issues of bias and validity again rise to the surface and are acknowledged. Hence all interview material was transcribed avoiding potential concerns regarding manipulation of primary data. In addition, tapes were kept in a secure location.

Whilst the framing of questions was established beforehand, the schedule was adapted from interview to interview as both theory and knowledge developed. Some were refined, expanded or dropped altogether. The schedule was also amended according to who was being interviewed (appendix 1). Questions for coaches differed slightly from those directed at players to encourage differentiated responses or explanations concerning team and player preparation. For example, players were questioned about their experiences of how different coaches operated. Conversely coaches and managers were probed over the influences that helped shape their discrete, distinctive *modus operandi*. It was essentially a comparative exercise to explore any difference between the influential and the influenced. The underlying interest was to examine the dialectics of agency and structure in the context of sub-cultural modification.

Adopting a semi-structured approach also enabled the interview to be more conversational than impersonal or research sterile. Carefully listening to what areas had been addressed responses were mentally ticked-off. Others considered superficial or defensive were probed further. Inherent interest in the data helped focus attention on what was being said and the use of field notes helped highlight particular responses

and indicate their location on tape during transcription. The socially interactive nature of interviews can be both problematic and advantageous and the researcher must understand the part he/she plays in the exchange. Stressing the reflexive nature of researcher: informant interaction Maxwell (2009: 234) sees „the unavoidable influence of the research participants and the researcher on each other“ as something to be considered positively rather than as flaw in the research process. A positive rapport can be central to the degree of in/formality created and as participants were immediately made aware of the researcher“s background the interview context was almost exclusively congenial. However, gathering „insider“ information was not a time for deference in the form of a cosy chat. Mindful of these considerations the research protocol sought to be conversational rather than interrogational although probing questions were asked to get „under the skin“ of the question.

Probes proved useful in gaining deeper material from some informants (Patton, 2001). Flick (2009:250) endorses such persistence arguing they are „entirely acceptable in non-standard interviews, because we probe frequently in normal conversations and our objective is to have a guided conversation.“ In pursuit of rich material, neutral rather than aggressive questioning and probing without exposure of personal or extreme views became a common feature of all interviews. However, the researcher was also encouraged by Johnson“s (2002: 115) suggestion that „interviewers should follow where informants might lead, because this often leads to fruitful territory“. Paradoxically, when conducting some interviews an attempt was made to display a seeming lack of knowledge. This ploy was designed to encourage respondents to speak freely whilst simultaneously projecting a sense of „insider“ awareness of the ways in which members of the subculture were bound by behaviour norms, shared values and beliefs and exposure to particular practices. Whilst there is a difference between „*leading*“ questions and „*misleading*“ questions, both provided a way of challenging elite views and responses. This was an important feature of elite interview protocols.

## **5.8 Data quality**

Validity concerns are central to subjective research processes. This encompasses accuracy, reliability and consistency not only in data collection, but also in all areas of



the process, both practical and interpretative. Having overcome any issues concerning access to significant participants it was important to assess how much of the gathered information was relevant to the research aims.

Hammersley (2008: 100) feels data quality is clearly an issue when conducting interviews arguing that:

What people say in interview will indeed be shaped, to some degree, by the questions they are asked; by conventions about what can be spoken about, by whom and to whom; by what they believe (the researcher) would approve or disapprove of...

Burr (1995: 160) has also claimed „objectivity is an impossibility, since each of us ... must encounter the world from some perspective or other... Researchers must view the research as necessarily a co-production between themselves and the people they are researching.“ Burr’s (Ibid.) comment reflects a research dilemma encountered. There were occasions where it proved difficult to listen to an interview with impassive neutrality. There were a few „short sharp“ answers that signalled no intention of expanding the discussion but care was taken within the conversational nature of interaction to respond with supplementary enquiry. Any responses considered contradictory, implausible or even untruthful were politely explored through the use of probing questions such as „Why?“ or „what were your first impressions?“

There was an exception. In one interview what may be considered confrontational methods helped „spice-up“ the interaction, which admittedly was because of an almost instant dislike for the respondent’s attitude and personality. Of all participants the „shell“ of this subject („Ron“, appendix 2:23) proved most difficult to penetrate during our „five minute“ meeting. Whilst personality should remain a peripheral consideration when interviewing or analysing data this encounter was the least conversational and least pleasant to conduct. This particular informant had a very condescending demeanour and was almost dismissive in his response to a number of questions. When a line of enquiry questioning his managerial qualities and what distinguished him from his peers was pursued the interview was abruptly ended. Perhaps, during the course of this „Socratic dialogue“ seeking, rather than imposing

new knowledge (Kvale and Brinkman, 2009: 147), some insecurity may have been exposed. But, realistically, he probably resented having to explain his abilities and quickly terminated proceedings. This research imperative obviously contradicts Whyte's (1992: 111) contention that the researcher should not argue avoiding judgmental reaction to responses, and that they should „...accept statements... without showing ...disapproval in any way“. Yet, although the intention was not to embarrass or discredit the participant it reinforced the methodological desirability of passive interviewing.

Ethical ideas as to how to proceed in some interviews were reliant upon „gut feeling“, often according to initial impressions. This often meant „playing it by ear“ which required assessing each fieldwork situation on the basis of either exposing the „critically analytical“ motivation behind the research, or trying to develop a convivial environment to prompt free flowing responses. For example when questioned about an aspect of his club one respondent winked, pointed to the tape recorder and motioned to „cut“. Naturally, at the end of the interview the question was asked again. The foreign coach voiced great concern over the quality of coaching in some sections of the club, openly criticising (and naming) several staff members. To support his openness in offering what proved to be highly damning comments only very brief field notes were taken. But, each key statement was carefully memorised and committed to paper in the training centre car park as soon as the „unofficial“ interview finished („Xavier“, 2.19).

Overall, the research objectives were accomplished in a positive, productive way enjoying some luck by being in the right place at the right time. Reassuringly, the adopted methodological approach proved generally successful with almost all respondents unfailingly helpful, generous with their time and, more importantly, supportive of the research aims providing interesting insights into events occurring at the sharp end of football. However, the euphoria of gathering data from a range of elite participants has to be tempered against its usefulness in realising research objectives.

Whilst the research aimed to illuminate a particular sub-cultural context from an inside but critical standpoint it never approached the covert, exposure seeking position

often associated with investigative „print and be damned“ journalism. However, some ethical soul-searching was required in consideration of transcript approval if the views expressed by participants were to be representative (Flick, 2009). It was felt that since all informants appeared at ease in interview; comfortable with the researcher’s background and possessing profound awareness of potential consequences of media fallout any changes made might be founded on afterthought rather than first thought. Accordingly, the offer was not communicated. This decision was reinforced by participants’ universal familiarity with interview situations. On reflection, this approach helped enable unmitigated critical examination of unabridged responses, which, it is argued, makes the research further distinctive founded on what is considered richer data than that presented in similarly focused work.

It became clear that the „insider-outsider“ motivation for this research, to uncover the views, values and beliefs held by members of this occupational elite, had refined both paradigmatic and theoretical framings. In addition, this reflexive journey brought a sharper focus to the investigation of sub-cultural modification through the introduction of signifying practices in a context of agency and structure evidenced by resistance to, or acceptance of, change.

## **5.9 Data analysis**

According to Flick (2009: 388) „research aims at presenting reality, not reproducing it“. Hence questions regarding the validity of primary data require acknowledgement of the extent to which researcher’s grounded constructions influence or are influenced by respondents’ constructions. Since biography is implicit in the research, it may be argued data analysis is also susceptible to subjective interpretation. However Hammersley and Atkinson (1992: 112) maintain the aim of social research

...is not to gather „pure“ data that are free from potential bias. *There is no such thing*. Rather, the goal must be to discover the correct manner of interpreting what ever data we have (emphasis added).

It is, therefore, unreasonable to claim any qualitative data as wholly truthful. Pragmatism required an empathetic but critically analytical approach to frame data interpretation. Issues such as a respondent’s failing memory or attempting to mislead,

simply say what they felt was important to the research or offer selected highlights that enhanced their own status or role in affecting sub-cultural change, whilst treated with respect also required some degree of interrogation. In short all responses were initially viewed, and subsequently analysed, with a mix of respect and critical scepticism.

Selecting, coding, categorising and editing of data proved to be a central part of analysis and development. This processing of information facilitated further conceptualising and theorising as complex relationships emerged from the data. It became evident that rather than simply describing the relationships, it was necessary to understand and explain them which obviously required review and refinement of initial theoretical framing.

The coding of data into categories is a well-established analysis protocol (Gray, 2003; Kvale, 2007; Gibson and Brown, 2009; Kvale and Brinkman, 2009). The principal aim is to rearrange data into more manageable chunks that facilitate comparison. Data may be sorted according to existing theory (a grounded approach), with reference to categories of participants (an emic imperative), on a substantive basis where participants' beliefs, perceptions and values are described or help develop a theoretical framework (inductive). Drawing on the work of Flick (2009) a thematic coding paradigm was employed as a basis for data analysis. Care was taken to ensure themes broadly synchronised with the overall theoretical framework yet facilitated the identification of any emerging conceptual relationships (adapted from Strauss, 1987, cited in Flick, 2009).

Influenced by the theoretical framework and research questions the paradigm consisted of four progressively finite levels of analysis. They were:

1. Conditions – the macro theoretical context of the research topic including globalisation, migration of football talent and coach distinctiveness.
2. Interaction between actors or agents of change – dialectic tensions between agency and structure in the context of signifying practices and sub-cultural modification
3. Strategies – how change was managed and/or resisted
4. Outcomes – consequences of any change or resistance to change to the occupational subculture under investigation and possible future trends

Whilst each had its place in this exploration it became important to acknowledge an almost hermeneutic element since describing and developing theoretical relationships also began to underpin the framing of conclusions.

An established way of expanding the particular is through inference or identification of relationships between specific social settings. For example, the occupational subculture of football coaching is based on a common theme, bound by common structures – that is the playing conventions of the game. However, despite an underpinning functional commonality approaches to team and player preparation vary between coaches and their clubs (the Liverpool „way“, the Everton „school of science“ and the West Ham „academy“ for example). Because of inherent differences inferring relationships within the subculture is a more realistic approach prospect than attempting to interpret data against sport or society as a whole. In other words study of the particular often overrides notions of extrapolation towards general, macro theory production.

In practice data were analysed according to how predicated or emerging themes showed commonality, distinctiveness and inter/relationship (Gibson and Brown, 2009). Clearer conceptualisation of central issues came with more refined coding and categorising. In turn, key concepts, which evolved from the data, were defined and links were made between categories to produce theoretical relationships facilitating easier framing of data for discussion and critique.

### **5.10 Quantitative research methodology – coaching talent mobility trends**

The specificity of this research had some major advantages. Given a lack of similarly focused studies how best to trace the career paths of migrant coaching talent proved initially problematic. Although quantitative data could be gathered through country/club-specific examination or on a chronological basis in order to maximise information a comprehensive approach was needed.

Mobility trend data were gathered using a multi-layered methodological imperative that involved cross-referencing auto/biographies and individual's web sites against domestic, European and World football yearbooks, broadsheet media and football

related magazines. Each helped establish composite employment histories of a wide range of active and former coaches. Movement patterns gradually emerged helping distinguish career contingencies.

Searches were also conducted from an organisational rather than biographical basis. For example books on major European clubs such as Real Madrid (Ball, 2002; 2003) contained information about historical events and previous coaches. In addition official club websites listed similar information but by tracing the tenures of particular individuals distinctive career patterns of movement became apparent. When predecessors and successors were noted and traced the range of mobility trends widened. Despite personal enjoyment and research satisfaction this process generated a major problem - keeping the data manageable. In addition to prominent figures in English, European and World football it was decided to select and focus on coaches who best exemplified each emerging career contingency pattern (Tables A-I).

### **5.11 Methodological and other problems**

The discussion above has outlined some of the subjective and practical methodological dilemmas encountered before and during the research process. Of most significant impact were a series of personal, family problems that emerged during the research. As with most things in life, time proved a healer as both daily life and the research process eventually assumed normality. Thankfully, the effect was one of arresting reading, writing and data collection resulting in stuttering progress at times rather than diminished motivation to complete.

If, as Fetterman (2009: 543) suggests, open-minded ethnography „is about telling a credible, rigorous and authentic story“ derived from exploration of „rich, untapped sources of data“ (Ibid.) this research certainly aligns with his orthodoxy. But, the unfolding of this research story was not without its practical issues. In common with most ethnographic methodologies fieldwork problems centred on access. Despite a guiding „wish list“ not all intended targets were accessed. But, whilst those interviewed were high profile subjects, central to the process of affecting or being affected by occupational subculture change affording a powerful insight, it might be

argued, but never proven, that inaccessible informants may have further enhanced data quality.

Mirroring most research endeavours timing was an important factor. For example, having secured access to a *Premier League* manager a six hour round trip to the club's training centre proved eventful. During a practice match a striker sustained a broken leg. The coach, understandably concerned about the player's immediate treatment and aftercare, became unavailable for interview. To his credit he arranged for his chief scout, a former Blackburn manager, to act as a replacement. Unfortunately a hastily assembled questioning schedule compounded by his complete lack of experience of working with or competing against foreign coaches resulted in poor, unusable data. With the injury situation resolved the assistant manager (and gatekeeper) rearranged the interview to take place in the team hotel prior to an away match against Liverpool. Depressingly, the researcher left empty handed but having seen firsthand the effects of similar trauma on players and staff alike the rescheduling was a positive prospect to lighten the drive home.

In contrast the use of two gatekeepers to gain access to a *Premier League* and former national coach almost proved disappointing. Having been so engrossed chatting to a group of disabled youngsters once the conversation concluded he walked past the researcher apparently en route to a meeting. Thoughts of a long, potentially unproductive wait evaporated when after a few steps he turned around and apologised before engaging in the research without looking to conclude things quickly. Of all participants not directly or indirectly known to the researcher he was most affable appearing genuinely interested in the project.

During a few initial interviews responses were made to participants' answers – probably in an unconscious effort to convey a sense of shared knowledge and understanding to put respondents at ease. Unfortunately this often led to variable degrees of unproductive sidetracking and/or the interviewer talking more than the interviewee. Review of recordings highlighted this tendency and a need to allow time and space for informants to communicate their thoughts. Also, when conducting some early interviews rather than listening carefully to responses the next question was being mentally prepared for insertion into the conversation sometimes resulting in

loss of eye contact and disrupted conversational flow. It quickly became apparent the art of interviewing relied heavily on asking the right questions and being a passive listener ready to probe if necessary.

Ironically a recurring problem was a consequence of insider status - familiarity. Many participants replied with phrases along the lines of as „you know what I mean“, „you have seen it“, „you know“ or „Graham is used to English managers throwing cups of tea“. Whilst these comments and others such „you have been over here [to his club] many years, seen different people and always had a good relationship with them“ reaffirmed the researcher’s personal experiences and sub-cultural acceptance it was a cause of frustration as respondents views needed to be evidenced on tape in as much detail as possible. A solution was to ask the interviewee for named examples as if to reinforce their point. This worked well in most instances but of the relatively few fieldwork problems encountered this was most difficult to foresee confirming insider advantage could also be disadvantageous. However, interview technique improved with experience and in the main, the data secured was insightful and often illuminating to the researcher.

Researching the occupational sub-culture at the heart of this research as both an „insider“ and „outsider“ was as much about relating personal value positions to those of „significant others“. Whilst theoretical framings became more refined and focussed as the research progressed the process itself sharpened a desire to further investigate this social milieu from other perspectives and a number of potential research avenues were also identified.

## **5.12 Summary**

This chapter has highlighted both the principally qualitative nature of this research and the acknowledgement of data collection and interpretation issues. It outlines how the research is a qualitative analysis of the evolution and establishment of values, beliefs, expected behaviours and practices particular to the occupational sub-culture of elite level professional football in England. However, any explanations advanced are acknowledged to be no more than interpretations based on the information accessed. Furthermore, despite a grounded education in the subculture it is likely



some information was purposely withheld or subjects communicated a preferred version to maintain an „inner sanctum“ granting access to selected members including club-based confidantes such as assistant managers, other staff and board members.

Similarly, the danger of presenting a personalised account is acknowledged. This is especially true with research critically analysing previous allegiances. The bibliography and broad base of participant selection offers reference points from which to „check“ the inferences drawn. There is also potential for accusations of an esoteric study that has too much breadth and not enough depth. In defence, this highlights the complexity of the research area, the emerging concepts and the relationships between agents of change and structural contexts they operate within. Whilst narrow case studies are useful in extrapolating the particular to the general (Reason and Bradbury, 2006), it was felt the bigger picture afforded more potential as a research platform from which to explore and explain the complexities of „real life“ club football situations.

Central to any exploration of human mobility is the tension between host cultures and the cultural practices brought by migrants. In this investigation the impact of non-indigenous coaching talent on the occupational subculture of professional club football is critical to further understanding of the dynamic interface between what is ostensibly tradition and innovation and the resistance of structure to agents of change. Drawing on an informed eclectic approach favoured by Sugden and Tomlinson (1999: 388) founded on investigative, insider research this study is positioned at the point of agency and structure – that is „where and how humans live out their lives in particular times and places and what contribution this makes to the social construction of reality.“

The presentation of subsequent chapters reflects the evolving nature of the research process and juxtaposes emerging theoretical relationships and re-conceptualisations with primary data to explore and evaluate the specificity and generalisation of inferences and the forming of final conclusions.

## **Chapter 6**

### **Findings 1: Career patterns and contingencies**

## **Career patterns and contingencies**

Earlier discussion suggested the closing decades of the twentieth century saw new migration trends emerge in response to major changes in labour practices across most Western economies. These included innovative approaches in the organisation of productivity, management and labour relations, labour market policies and recruitment drives focusing on highly skilled labour deficiency areas (Williams, Balaz and Wallace, 2004). In a socio-economic context of more widespread migratory movement it appears that contemporary workers at the elite end of the labour spectrum are increasingly sought for the distinctive knowledge or skills they possess - regardless of nationality. This has prompted intensified competition between industrialised nation-states to source the most highly skilled and experienced personnel available across a range of occupations and specialist employment areas (Rothgang and Schmidt, 2003).

### **6.1 Introduction**

In common with performance driven organisations football clubs survive, prosper or perish according to achievement (King, 2002; Bolchover and Brady, 2004; Conn, 2004). Very few clubs can maintain their fan base or commercial attractiveness on the basis of past exploits – there simply has to be currency if wider interest and concomitant economic rewards are to be assured (Moore, 2008). Data analysed annually by Ernst and Young (2008; 2009) confirm football's vicious circle where successful clubs become richer at the expense of poorer ones, their superior financial resources enhancing increasingly globalised investment in players enabling sustained success and its associated rewards.

Previous chapters have demonstrated that following the Bosman ruling and the introduction of selective immigration policies by many first world nations, including the United Kingdom (Winnett, 2008), intra and international movement of playing and coaching talent has undoubtedly expanded. Mirroring commercial enterprises opportunities for enhanced financial reward or status can catalyse football-related mobility as competing organisations or rival clubs seek to recruit elite talent. In this sense the existence of a geographically mobile elite labour pool resonates strongly

with elite labour and wider migration theory and conceptions of occupational sub-cultural modification as members are able to influence host working environments on an increasingly global scale.

Although providing a theoretical framing towards better understanding of particular human mobility trends and patterns and helping locate the phenomenon in contemporary social thought, player migration is considered secondary to this study. Of greater interest is the movement of coaching talent, which is essentially a manifestation of distinctiveness over indigenous labour pools. It is the introduction of coaches' or managers' particular, preferred practices, playing beliefs and professional values into different cultural contexts that provide a principal focus on perceived change in elite level football in England. In subsequent chapters primary and supplementary data is analysed against reviewed research to provide a solid platform on which to base progressively unfolding conceptual re-evaluation.

## **6.2 Coaching talent in-migration**

Whatever sound bites emanate from clubs the appointment of a „foreign“ coach is essentially part of the relentless search for sustained team success and its associated financial return (Szymanski and Kuypers, 1999; Dobson and Goddard, 2001; Morrow, 2003). In short, such appointments represent an important organisational goal expedited by the alignment of discrete national governing body coaching awards with globally recognised versions that effectively standardise paper qualifications. Whilst this provision enables non-indigenous coaches to satisfy entry requirements, appointments are largely made on the basis of prior experience and, more importantly, evidence of sustained high-level success in domestic and/or international competition.

Following a handful of almost revolutionary appointments in the closing decades of the twentieth century the data highlights a marked increase in the number of foreign managers and coaches plying their trade in English football (Table H). This is especially evident in, but not limited to, *Premier League* teams (Ibid). Foreign players with dual nationality or those who acquired British citizenship through naturalisation were at the vanguard of a non-indigenous coaching presence. For example, South African Gordon Hodgson played for Liverpool before managing Port Vale, whilst

compatriot Eddie Firmani became head coach at Charlton Athletic. German goalkeeper Bert Trautmann, famous for playing a Wembley cup final for Manchester City with a broken neck, also managed Stockport County (Harris, 2006).

Former Argentine and Tottenham midfielder Osvaldo Ardiles remained in England after his playing days to develop an expatriate coaching career that included first team posts at Swindon, Newcastle, West Bromwich Albion and Tottenham (Rollin and Rollin, 2009). Retiring in England after a predominantly Iberian playing career, Uruguayan striker Danny Bergara, was arguably the first „outsider“ to coach an English club. Following his success at Luton he then managed Rochdale, Stockport County, Rotherham United and England youth (Green, 2002). Ostensibly the initial premise for employment of non-indigenous coaching talent was performance optimisation of foreign players who had pioneered non-indigenous talent permeation into domestic football. The perception held by directors employing foreign coaches was that through the establishment of football „enclaves“, assimilation of foreign players into a prevailing football cultural environment and realisation of performance potential would be accelerated and/or optimised if exposed to technical and tactical regimens they were familiar with (Hayes, Orтели and Rivoire, 2002). A significant point here is that in both rationales the recruitment of non-indigenous coaching talent acknowledges difference. But, in order to *make* a difference a new incumbent must be afforded licence to modify a particular occupational culture.

It was Czechoslovakian academic Josef Venglos who, as Aston Villa coach, heralded notions of objective team and player preparatory practices rather than the subjective approaches acculturated throughout a playing career. This was a pivotal moment for English football as ambitious clubs, buoyed by terrestrial and satellite TV deals, began to broaden its horizons and recruit „managers and coaches whose outlook and overall professionalism wasn“t just different, it was culturally distinct“ (Green, 2002:179). As a result the pace, volume and nationality range of foreign coaching talent appointments increased steadily from the mid-1990s (Tables H and HH) with clubs seeking to appoint on the basis of both cultural difference and proven success particularly in prestigious, financially lucrative European competitions. The phenomenon of appointing non-nationals is also apparent in many contemporary European football leagues. A survey conducted by the League Managers Association

(LMA, 2004) found that at the start of season 2003-2004 almost all major European leagues had a non-indigenous coaching talent presence (Figure 1).

Country	League (clubs)	% Indigenous		Trend
		2004	2009	
England	Premier Lge (20)	50% 85%*	35% 65%*	Fall
Belgium	Juliper Lge (18)	78%	69%	Fall
France	Ligue 1 (20)	75%	90%	Rise
Germany	Bundesliga (18)	83%	84%	Same
Holland	Eredivisie (18)	94%	95%	Same
Italy	Serie A (20)	100%	85%	Fall
Spain	La Liga (20)	75%	85%	Rise
Portugal	Superliga (16)	90%	75%	Fall

**Figure 1:** Comparison of percentage of indigenous coaches working in major European leagues. \* If other UK/Irish nationals included.

The LMA survey shows the *Premier League* as most cosmopolitan. In contrast, all Italy's *Serie A* clubs were coached by Italian nationals. However review of the same leagues in 2009 highlights several employment trends consistent with those influencing elite level labour recruitment discussed earlier. Whilst the German *Bundesliga* and Holland's *Eredivisie* have maintained almost identical levels of immigration, apart from France the composition of foreign talent in other leagues reveals a falling indigenous presence.

Interestingly, at the start of season 2010-2011 there were *more* indigenous coaches operating in both the French (75% in 2004 compared to 90% in 2009) and Spanish leagues (75%-85%). However, in four other national leagues – the English *Premier League* (50%-35%), Belgium's *Juliper* league (78%-69%), *Serie A* in Italy (100%-85%) and the Portuguese *Superliga* (90%-75%) show a *decrease* in the percentage of home-grown talent appointed by their respective clubs (Hammond, 2009) confirming a growing influx of foreign talent.

A similar trend emerged following examination of the nationality of coaches recruited by sixty national teams – 54% indigenous in 2004 compared with 49% in 2008

(Oliver, 2008) which, it could be argued, confirms a trend of non-indigenous recruitment impacting negatively on domestic coaching talent development. At club level it is, perhaps, because domestic success leads directly to European competition qualification with subsequent potential for prestigious and monetary rewards, that *Premier League* teams especially seem to favour a similarly liberated Real Madrid style approach. Coaches who have achieved sustained success within both their own leagues and, tellingly, European competition, appear increasingly attractive acquisitions. For example Chelsea coach Carlo Ancellotti had won a Scudetto (League title), the Champions League (twice) and the Coppa Italia with AC Milan before joining the Londoners (Hammond, 2009). Similarly, Rafael Benitez's appointment as manager of Liverpool in 2004 was largely down to the uncomplicated way he steered unfancied Valencia to their first Spanish title in thirty years, a feat he bettered the following season with a *La Liga* and UEFA Cup double (Lloret, 2005). Both coaches subsequently brought success to their English employers. The relative anomaly to this trend is Arsenal manager Arsene Wenger who although reportedly met with the question „Arsene who?“ (Seaman, 2001: 206) radically transformed the preparation of players and levels of professional expectations. Wenger managed some success with Monaco and J-League team Nagoya Grampus Eight but was largely unknown before his appointment (Palmer, 2002).

The ability to speak English appeared to have been a pre-requisite in the recruitment of foreign coaches such as Wenger, Ancellotti, Benitez and Mourinho. For Williams and Balaz (2005: 445) „language capital“ represents a key factor in the decision to employ non-indigenous workers. In contrast to the principally demonstration-led pedagogy of early itinerant coaches, the ability to converse fluently with co-workers on technical, sub-cultural and social levels is of particular importance when working abroad. This is especially important if accurate information is to be communicated to players to ensure instruction is not lost in translation. Yet, the appointment of Luis Felipe Scolari (Chelsea), Giovanni Trapattoni (Republic of Ireland) and Fabio Capello as England manager buck the trend where the procurement of desirable expertise seems to override „language capital“ (Ibid.). Nonetheless although valuing the primacy of coaching ability over language skills their employers put measures in place to teach their new appointments enough English to communicate with players and deal with media interrogation (arguably something Capello has yet to master

given several media faux pas). In short, career enhancement migrants now move in an international environment where the subject knowledge base of occupational sub-cultures transcends local skill pools and, occasionally, language proficiency. Hence it is logical to tentatively advance the notion that some consider occupational mobility part of a long-term strategic decision or career development plan (Paracha and Vickerman, 2002).

### **6.3 Coaching talent career contingencies**

Attempting to analyse the historical or cultural development of increasingly complex social relationships is fraught with the danger of over-simplification (Eagleton, 2000). Yet it is reasonable to apply underpinning tenets as a platform for balanced, focused examination of key socio-historical and contemporary trends associated with football's global diffusion and subsequent interpretation and modification according to particular cultural context. Cautioning against the use of „sweeping generalisations that bear little relation to concrete happenings in particular times and places“, Sibeon (1996: 3), adopts a more considered standpoint. He valorises the use of key principles that strike a balance between nomothetic (generalising) forms of knowledge relating to categories or events, places and people, and idiographic (particularising) application that refers to particular people, places and events. In short, he contends this represents a viable, and more importantly justifiable, approach towards enhancing social understanding (Ibid).

Recognising Maguire's (2004: 480) advocacy of „sustaining the craft of good sociological inquiry“ research supported by synergetic empirically and ethnographically grounded approaches helps develop conceptual links to broader migration processes. Using Maguire and Pearton's (2000) analysis as a point of departure it is possible to develop the largely restrictive qualities of some typologies by analysing directional and causal patterns supported by primary data. In doing so a multi-layered approach to examination of the perceived impact of migratory talent on the particular occupational sub-cultural contexts they move between enhances this research area.



Tracing the career paths of high status coaches reveals a number of interesting demographic trends that can also be considered from a career focus perspective. This requires a basis for comparison of coaching appointments in order to determine their relative status and how movement between teams may be perceived as upwardly mobile, laterally peripatetic with career plateaux or decreasing employability.

### **6.3.1 Club and national team rankings**

A ranking system designed by Dutch football fan Mark de Vries (2008) provides a useful framework for comparing the relative status of football clubs on a global basis. Given the fluctuations in both national leagues and their component clubs' wealth any attempt to definitively classify clubs worldwide would prove problematic, unreliable and beyond the scope of any one system. However, de Vries' approach to ranking clubs, based on constituent clubs' performances, provides a statistically defensible value to their respective levels of success according to the relative strength of discrete leagues. He uses a sliding scale that credits clubs for success in domestic league titles (1-100 points), primary domestic trophies (1-50) intra-continental (1-300) and inter-continental cups (1-300). Compensation is factored in to avoid historical advantage as some clubs and leagues were formed decades earlier than others. This gives them a head start (the English FA was founded in 1863 whilst the Brazilian CBF for example was formed in 1914). Whilst nothing is awarded to second placed clubs points are available for progress through rounds of continental competitions. In addition bonus points are given when clubs retain domestic and international trophies, achieve double or treble trophy hauls or win leagues with an unbeaten record (Appendix 3, Table J).

Data relating to particular clubs' rankings provides a means of comparing the relative status of the world's most prominent clubs as migratory coaching talent moves across international and intercontinental boundaries. When extrapolated, the rankings can indicate the comparative strength of each national league adding a further dimension to migrant coaching career path analysis. However the ranking system is not exact science and does not claim to be since any inherent subjective elements reflect the essential features of the game – opinion, debate, conjecture and optimism. Although the system is complex, comprehensive and empirically verifiable, these features embody football and should continue to be recognised and appreciated.

Similarly, national team appointments can be compared on the basis of FIFA world rankings (Table M), which also incorporate a weightings element. Points awarded in international games for a win (3 points) or draw (1 point) are multiplied according to the relative importance of a game. They range from „friendlies“, which are multiplied by a factor of one up to FIFA World Cup matches (factored by four). As with De Vries‘ club model the comparative strength of opposing teams is also considered along with past achievements of a nation‘‘s FIFA region. For example results obtained in UEFA confederation games are worth more than those in the Oceania region because of the greater success of European nations in World Cup tournaments. Similarly wins against lesser-ranked teams are not as valuable as any achieved against those of a higher ranking. Finally, the system acknowledges international results over a preceding four-year rather than eight year period to reflect a particular country‘‘s sharp decline or emergence as a globally significant national team (FIFA website accessed 12/1/10). A good example is Egypt whose sustained success in the Africa Cup of Nations and in friendly games against higher ranked countries resulted in an all-time high tenth position in the March 2010 FIFA rankings (having accrued 237 points since December 2009 Egypt moved up 14 places in less than six months). Clearly as in a club situation any coach operating at international level has the opportunity to make a positive (or negative) impact on a global scale over a relatively short period of time thereby increasing (un)employability.

Although statisticians may argue the FIFA national ranking system is more precise both provide viable comparisons of club and national teams relative global status. For the purposes of this study employment secured inside the top 100 ranked twenty-first century clubs is considered an achievement in a coach‘‘s career. Each of the 208 member associations of the FIFA have professional and/or amateur leagues of variable size and quality (Oliver, 2008) hence any club located in the top 100 is a suitable indicator of its prominence on a global scale and ability to attract elite coaching labour. Although national team appointments can be directly compared against their relative FIFA rankings to indicate a country‘‘s place in world football, given the prestige accorded to international level coaching status the same parameters can be applied. By applying these factors superimposed over employment profiles it is possible to determine upwardly mobile, lateral or downward trends when coaching talent moves between club and national team appointments adding a new dimension

to elite labour mobility research. The rankings also enable closer analysis of any influence migration may have on an individual's career path.

#### **6.4 Causality - Career contingency and mobility motives**

Quantitative analysis of high status coaching labour movement has highlighted a number of prominent trends that resonate with early coaching out-migration motivations. On initial examination three key career-focused motivations appear to influence an individual's decision to work as a non-indigenous coach at various stages in their working life (career enhancement, resurrection or extension).

Rather than seek to develop their domestic careers some coaches prefer to move abroad to face a series of different challenges presented in unfamiliar occupational sub-cultural contexts in order to prove themselves. Resonating with Magee and Sugden's (2002) ambitionist migrant category this manifestation of their talents is not always intrinsically motivated since sustained success across several national leagues (or teams) incrementally enhances their employability. Such *career enhancement* motives may tempt some coaches to exploit previous achievements at low status clubs by promoting themselves to ambitious, success-driven employers at higher-ranking organisations.

Although many migrate because of enhanced earning capacity others may simply wish to work with high quality players in an unfamiliar football culture or distinctive occupational sub-cultural context to „test“ their technical abilities and tactical acuity. Their particular, signifying practices employed previously at former teams may be transplanted unilaterally, partially or completely modified according to the football environ they migrate to. If a coach's preparation methods proved successful it would simultaneously demonstrate effective transferability of coaching knowledge, skills and understanding thereby making them potential targets for other employers. According to Peixoto (2002: 494) „the possibility of an international career reinforces the possibility of moving since career enhancement...becomes linked to a geographical move.“ In his analysis, movement within multi-national organisations is the optimum means employees perceive of achieving promotion and salary increase. However, a specific occupational sub-culture can function in the same way. For

example, although coaching labour may move between different clubs and countries, because of codification, operational roles in the pursuit of successful team performance remain relatively constant. Founded on playing protocol compatibility, if success is achieved a person becomes attractive to another employer who usually offers better working conditions to recruit a particular talent. When failure results because of technical, tactical or cultural incompatibility an incumbent is fired and re-enters the job market.

Succumbing to what is essentially an occupational likelihood some coaches may move abroad as a means of *career resurrection* or revival. Employment away from a familiar context can provide an opportunity for career recovery. Starting afresh in possibly a lower profile football arena with reduced media hype or less expectancy enables a degree of strategic regrouping and career recovery. This is usually aimed at securing higher ranking employment at club or national team level sooner rather than later.

Those who have experienced high levels of sustained or intermittent achievement often exploit their reputation and accept posts in the twilight of their career to prolong involvement in the game. A move abroad on the basis of previous reputation may be perceived as a means of maximising their shelf life in the game. *Career extension* mobility is essentially a downward spiral where career renaissance becomes less likely the further removed their employing clubs are from the higher echelons of world ranked football. It can be argued this migration form is really a symbolic actuation of impending „unemployability“.

In short, it is reasonable to posit that when elite level coaching mobility is considered career-related motivations appear to be a powerful factor in the increasing tendency to move between different occupational sub-cultural contexts to enhance, maintain or revive employability. However further analysis disclosed a number of mobility trends which, when considered alongside career motivation and employing clubs“ status enables deeper understanding of contingency migration.

## **6.5 Career contingency patterns of selected elite level coaches**

Fargues (2008) explored a range of migratory movement patterns. His work on shifting labour requirements and availability of suitable workforces across the European Union identified four patterns; Permanent migration followed by later return to donor country, permanent migration interrupted by temporary return, fluctuating temporary migration and temporary return and temporary migration that results in permanent return.

Whilst the patterns identified by Fargues (Ibid.) represent sound demographic analyses the underpinning premise rests largely on the interplay between changing migration policy that may force migrants to leave a temporary relocation and the establishment of lucrative employment conditions to fill specific labour deficiencies. Although many professional occupations utilise contracted periods of employment that effectively encourage movement between employers, it is pulling rather than pushing migratory forces (Vertovec, 2007) that attract individuals to what they perceive are opportunities in the occupational subculture of elite level football coaching to develop, sustain or rescue their careers.

Given the average tenure of contemporary coaches and managers is only „eighteen months“ (Green, 2002: 90) it is understandable that career mobility may now be considered an occupational necessity. For many this necessitates intra-national movement. Others, however, may feel a move to a different football culture will service their career aspirations or requirements. In essence, the dynamics of expatriation/repatriation are subject to temporal as well as employability influences. Earlier discussion explained how a range of data sources was used to chart high status coaching talent mobility in chronological sequence. When considered alongside the rankings systems better understanding of the career contingencies of this particular occupational subculture was achieved. However the process also revealed a number of distinctive movement patterns (Appendix 3, Tables A, B and C).

### **6.5.1 Indigenous career established before expatriate employment**

The movement of Greek national coach Otto Rehhagel is a good example of the way in which an individual develops their domestic career before moving to an unfamiliar football cultural context (Table C). Considered the best of his contemporaries, the German coach was initially recruited by native club Kickers Offenbach (1974-1975) followed by successive appointments at Borussia Dortmund (1976-1978), Armenia Beilefeld (1978-1979), Fortuna Dusseldorf (1979-1980), Werder Bremen (1981-1995), Bayern Munich (1995-1996) and Kaiserslauten (1996-2000). He then moved into international football with Greece (2001-2010). His indigenous career pathway shows a predominantly upward trend from Bremen (43<sup>rd</sup> in the 21<sup>st</sup> century club rankings) to Bayern (3<sup>rd</sup>) before reaching a plateau as Greek national coach (FIFA ranked 12<sup>th</sup> in April 2010).

Former Liverpool midfielder Gordon Milne made the transition from playing to coaching as manager of then semi-professional club Wigan Athletic (1970-1972) followed by a long spell at Coventry City (1972-1981). A move to Midland rivals Leicester City (1982-1986) was his last domestic coaching appointment having been recruited by Turkish club Besitkas (1987-1994). A year with emerging J-League Nagoya Grampus Eight (1994) proved a brief far Eastern sojourn returning to Turkish football with Fenerbache (1995). In his domestic and migratory appointments Milne's career progressed to increasingly higher status clubs culminating in world ranked Besiktas (89<sup>th</sup>) and Fenerbache (70<sup>th</sup>). Similar ascending patterns are clearly evident in the coaching career of Javier Clemente (Tables C and G).

Brazilian coach Mario Zagello's employment history shows a more lateral profile with many of his employing clubs and national teams in the world ranked top 100 yet most of his other appointments were at clubs operating in the top divisions of their respective leagues (Table G). In contrast, former Leeds United (1961-1974) legend Don Revie having relinquished his post as England national team manager in 1977, exploited his status embarking on an expatriate career in the Middle East, which included tenures as United Arab Emirates (UAE) national coach (1977-1980) and Saudi clubs Al Nasr (1980-1984) and Al Alhy (1984). None of his expatriate postings

feature in either the top 100 club or national associations indicating a downward career trend from what was previously one of sustained domestic success.

### **6.5.2 Principally expatriate career with later repatriation**

Legendary Austrian coach Ernst Happel's career mobility provides an excellent illustration of a movement pattern founded on successful expatriate employment culminating with a successful return to a native club context. First appointed by Dutch club Den Haag (1962-1969) Happel continued working in Holland with Feyenoord (1970-1972). Following two years in *La Liga* with Seville FC (1973-1975) Happel moved on to Belgian club FC Brugge (1975-1978). He made a brief return to Holland coaching the Dutch national team (1978) and relatively low status club Harelbeke (1979) before accepting a two-year deal to coach Belgian side Standard Liege (1979-1981). Six successful seasons in the *Bundesliga* with Hamburg (1981-1987) led to his first domestic appointment at FC Tirol (1987-1991) culminating in his role as national coach (1991-1992). Happel's distinctive migratory career pattern can be considered consistently high level since almost all of his appointments were with world ranked clubs or national teams (Table C).

The mobile career of Portuguese coach Carlos Quieroz is progressing along similarly spectacular lines. Having spent his early indigenous coaching years assisting the national U21 squad (1990-1993) and Sporting Lisbon (1994) he embarked on an ascending career path that started at New York Metros (1995). A season with J-League club Nagoya Grampus Eight (1996) led to his recruitment by the national teams of UAE (1999) and South Africa (2000-2002). Real Madrid (2002-2004) was not alone in recognising an emerging coaching talent and Manchester United later persuaded him to join the club as first team coach and assistant to Sir Alex Ferguson (2004-2008). Both clubs feature in the twenty-first century top ten world rankings (Real Madrid are placed 5<sup>th</sup> with Manchester United 4<sup>th</sup>) which, when considered alongside a tenure as Portuguese national coach (FIFA ranked 3<sup>rd</sup> in April, 2010) indicates an upward career trend enhanced by experience in countries outside his birth nation (Ibid).

Relatively unknown English coach Jesse Carver spent most of his active coaching career working in foreign climes (Table F). His first coaching post was with the Greek club Xerxes (1946). After a year with the Dutch national team (1947-1948) he moved regularly between a series of Italian clubs including Juventus (1949-1951), Lazio (1953), Torino (1953-1954), Roma (1954-1955) and Inter Milan (1957). Although he repatriated on two occasions with West Bromwich Albion (1952) and Coventry City (1955-1956) Carver's career in Italian football included posts at clubs all featuring in the twenty-first century top 100 in the world with his final appointment at highest ranked Inter Milan (15<sup>th</sup>). Other examples of this career profile include compatriots Fred Pentland and Jimmy Hogan (Tables C and F).

### **6.5.3 Predominantly expatriate career**

Headhunted from his initial native appointment with Degerfors IF (1997-1978) Sven Goran Eriksson's move to Swedish club IFK Gotenborg (1979-1982) proved to be a springboard to an itinerant coaching career. His blossoming reputation saw recruitment by a range of leading European teams. They included: Portugal's Benfica (1982-1984 and 1989-1992), some of Italy's most famous clubs such as AS Roma (1984-1987), Fiorentina (1987-1989), Sampdoria (1992-1997) and Lazio (1997-2001). Initially attracted by the prestige of being England's first non-indigenous national team manager (2001-2006) Eriksson stayed in the country coaching Manchester City (2007-2008) before leaving for what was to prove an underwhelming spell with the Mexican squad (2008). Despite initial media overtures he marked his return to England in what turned out to be an equally disappointing role as sporting director to League one side Notts County (2009-2010). Resuming an albeit temporary international coaching career with Ivory Coast for the 2010 World cup he became Leicester City coach in late 2010.

Eriksson's expansive expatriate career has embraced a range of football contexts and cultures. More importantly his resume shows consistent engagement in the highest levels of club and international association football (Benfica is ranked 84<sup>th</sup>, AS Roma 48<sup>th</sup> and Lazio 44<sup>th</sup>). However it may be argued his career shows initial signs of decline since his dismissal by FIFA ranked England (9<sup>th</sup>), a brief residence with the Mexican national team (17<sup>th</sup>) was succeeded by unsuccessful tenures at unranked



Manchester City and Leicester City and although Ivory Coast was ranked 26<sup>th</sup> Eriksson's profile appears generally downward.

Roy Hodgson is a prime example of a predominantly expatriated English talent. After cutting his coaching teeth in Norwegian football with Halmstad (1976-1980) Hodgson briefly managed Bristol City (1982). His career pattern saw an immediate return to Scandinavia at Swedish clubs Orebro (1983-1985) and Malmo (1985-1990) followed by two appointments in Switzerland with Neuchatel (1990-1991) and the national team (1992-1995). After a brief sojourn with Blackburn Rovers (1997-1998) the lure of continental football proved irresistible to Hodgson who went on to coach Inter Milan (1999), Swiss club Grasshoppers (1999-2000), FC Copenhagen (2000-2001) in Denmark followed by a year at *Serie A* side Udinese (2001).

After two years with the UAE national squad (2002-2004) he returned to Scandinavia with spells at Viking Stavanger (2004-2006) in Norway and as Finland's head coach (2006-2007). Domestic football beckoned again, guiding *Premier League* club Fulham (2007-2010) to their first *Europa League* final before moving on to Liverpool (2010) and West Bromwich Albion (2011). Hodgson's career has seen him operate in what may be considered some of world soccer's outposts but his penchant for mobility between a range of football cultures appears to have enhanced rather than diminished his employability having been recruited by a several world ranked clubs including Inter Milan (15<sup>th</sup>) and Liverpool (9<sup>th</sup>).

Three Argentinean coaches have similar employment paths dominated by non-indigenous appointments but each display different career characteristics. Hector Cuper (Table C) started domestic club coaching at *Primera A* team Huracan (1993-1995) and Atletico Lanus (1995-1997). From a first foreign appointment at Real Mallorca in Spain's *La Liga* (1997-1999), his expatriate career alternated between leading Spanish clubs (Valencia, 1999-2001; Real Mallorca, 2004-2006; Real Betis, 2007) and Italian *Serie A* teams (Inter Milan, 2001-2003; Parma, 2008-present). His employment profile appears laterally framed with consistent engagement by leading European teams.

Moving both intra- and internationally Argentine World Cup star Osvaldo Ardiles enjoyed successful playing careers with Tottenham Hotspur, PSG, Blackburn, Queens Park Rangers, Fort Lauderdale (USA) and Swindon. Although exclusive to clubs outside the twenty-first century top ranked 100 his geographically mobile managerial tenures were initially progressive (Swindon, Newcastle, West Bromwich and Tottenham) but following a brief first-team coaching role at Guadalajara (Mexico) his career appears to have stagnated in Japanese league appointments (Shimizu, Yokohama and Tokyo) spanning a spell at Zagreb in Croatia. Having worked at what may be considered ambitious clubs in relatively lower status leagues (Al-Ittihad in Saudi Arabia and Israel's Beitar-Jerusalem) he repatriated working at *Primera A* teams Huracan and Racing club before retiring from the game. Overall his employment profile appeared to plateau in England then fall into gradual decline.

Helenio Herrera's forty-year involvement in the European game included many of the teams compatriot Hector Cuper worked with. A key difference in their profiles is that Cuper's career appears to peak at Inter Milan (15<sup>th</sup>) and Valencia (14<sup>th</sup>) and follow a stable employment record with high status Spanish and Italian teams which although not in the top 100 are nonetheless prestigious appointments with fine records. In contrast Herrera's pattern shows a rising tendency across his career with two periods of re-employment with Inter Milan (15<sup>th</sup>) and his last appointment at Catalan giants Barcelona (2<sup>nd</sup>).

Interestingly the data also show distinct circular mobility patterns within both established and emerging coaching talent as career contingencies increasingly fluctuate between domestic and non-indigenous appointments. This final category best illustrates what may be considered the „hyper-mobility“ of contemporary coaching talent embracing both circular and circulatory employment profiles. In doing so it advances existing literature. For example, although Arbena's (1994) study of sporting labour migration found that many athletes returned to their native land in retirement, neither his nor Kosinski and Prothero's (1975) earlier research explore the possibility of „circular“ or return migration patterns where „active“ and employable sporting talents consistently ex- and repatriate.

According to Fargues (2008: 11) circular migration is temporary, renewable, legal and „respectful of migrants rights and manage[s] to optimise labour markets at both ends.“ Acknowledging study of this form of human capital mobility is relatively undeveloped and, to date, lacking in empirical evidence, he argues its benefits to donor and host nations outweigh any initial talent pools drains usually associated with relocation. It is possible to use his work as a point of departure and use both quantitative and qualitative data to further analyse not only the career contingencies of selected mobile coaching talent but also their influence on the different occupational sub-cultural contexts they move between.

#### **6.5.4 Established circular employment patterns**

As already noted many itinerant coaches have attempted to use intermittently mobile club and/or national team appointments as a means of elevating, sustaining or resurrecting their careers at home or in foreign climes. In his exploration of migration policy highlighting the circulation of human capital Vertovec (2007: 4) observes most contemporary migrants are not „first movers“ and that „there is an increasing probability of making repeat moves“ (Ibid). Adding a cautionary note he suggests less restrictive global migrant policy formulation in response to labour/skills shortages, economic homeostasis and illegal movement may not reciprocally benefit international labour pools. For him, the wins of a „win, win, win“ (Ibid) scenario may not be as mutually beneficial as others imagine. His premise is that circular migration opportunities may prompt career-focused mobility founded on a series of short term „projects“ („Neil“, appendix 2.21) rather than longer-term commitment to a particular appointment. Carmelli (2005: 191) ascribes this „short-termism“ tendency to working in a „results-orientated culture [that] can be seen as a version of a job challenge“. In the case of elite football, this prompts owners and boards to contract coaches on their perceived potential to overcome such challenges in the short rather than long term.

Largely because of what are becoming increasingly ubiquitous short-term contractual terms founded on the all-pervasive pursuit of success at club and national level, the turnover of coaching talent appears generally rapid. Of profound importance is the accompanying speed of subsequent re-employment by other clubs or associations. It may be argued a coaching and managerial „merry-go-round“ has always existed but the data suggest it is now assuming pan-European and increasingly global

proportions. Although Arsenal manager Arsene Wenger has been with the club since 1996 and former Liverpool coach Gerard Houllier promised commitment to his „five year plan“ (Williams, 2002; 28) closer examination of the career contingencies of some elite coaches supports notions of a predilection for intermittent almost interim appointments.

Amongst the most prodigious itinerant is the highly acclaimed Dutch coach Rinus Michels who consistently fluctuated between top 100 ranked club and national teams over his twenty-six year career span. His periodic high status expatriate and indigenous appointments included Holland (FIFA ranked 3<sup>rd</sup>), Ajax (50<sup>th</sup>) and Barcelona (2<sup>nd</sup>). More importantly his employment profile shows a distinctly circular pattern consistently alternating between native and foreign team coaching positions (Table A). Arguably the most successful mover in terms of prestigious appointments is Fabio Capello who has only ever worked for top 100 ranked teams. His resume includes AC Milan (7<sup>th</sup>), Real Madrid (5<sup>th</sup>), Roma (48<sup>th</sup>), Juventus (37<sup>th</sup>) and England (8<sup>th</sup>) underlining his coaching quality and acute employability potential.

In contrast the cyclic career path of Leo Beenhaker (Table A) is essentially a series of migratory reactions to failed appointments in his native Holland. Following his first relatively low-key appointments at SC Cambuur (1972-1975) and Go Ahead Eagles (1976) the lure of Dutch giants Ajax proved irresistible (1976-1981). Disillusioned by dismissal he ventured abroad working at Spanish club Real Zaragoza (1981-1984) only to return to Holland as head coach with FC Volendam (1985) and the national team (1985-1986 and 1991). Although a talented coach the fine line between success and failure forced a career resurrection move to the relative football backwater of Grasshoppers Zurich (1992-1993). In what may be considered a further retrograde step he accepted short-term posts with the fledgling Saudi national team (1993-1994) and Mexican teams CF America (1994-1995) and Guadalajara (1996). However, the experience of working in different football contexts proved beneficial as Beenhaker gradually rebuilt his career and reputation with repatriated spells at Vitesse Arnhem (1996-1997) and top 100 world ranked clubs Feyenoord (1997-2000) and Ajax (2000-2003). Perhaps impressed by his first stint as head coach CF America re-employed him (2003-2004). He briefly returned to a familiar football cultural context (De Graafschap, 2004-2005) before moving to overseas appointments with the national

teams of Trinidad and Tobago (2005-2006) and Poland (2006-2009) before repatriating at Feyenoord (2009-).

The data infer some coaches consistently use intermittent tenures to enhance their career gaining employment at high status clubs and yet when fortunes falter their reputation facilitates almost immediate recruitment abroad to regroup and rebuild. Resonating with this mobility trait, widely travelled former Brazilian and Portuguese national coach Luiz Felipe Scolari accepted the coaching equivalent of a sabbatical at Bunyadkupon in Uzbekistan before his reputation and employability were restored resulting with appointment at Palmieras (Brazil) in 2011. Argentine World Cup winning coach Luiz Menotti has similarly used his status to exploit a number of domestic and foreign clubs to maximise his career and associated earning power (Table G). His employment history includes some of the world's most prestigious clubs (Barcelona, 1984; Penarol, 1985; Atletico Madrid, 1987-1988; River Plate, 1988; Boca Juniors, 1987 and 1994; and Sampdoria, 1997). To date he also is the only person to coach the first and second world ranked teams – Boca Juniors and Barcelona (Tables G and J).

Post war English coaches have also ventured beyond these shores and established circular mobility career patterns (Jesse Carver, Vic Buckingham and Jimmy Hogan for example). Most obvious examples include former Wales coach John Toshack and well-travelled manager Graeme Souness (Tables B and F). Arguably the most prolific was Sir Bobby Robson who after a brief first appointment at Fulham became synonymous with Ipswich Town culminating a twelve-year association with the club with UEFA Cup success in 1981 (Rollin and Rollin, 2010). He was the popular choice as England manager enjoying a reasonably successful career guiding the team to the semi-final stages of the World Cup in 1990 (Robson, 2005). On the basis of club and inter/national success he then spent a decade in European club football (PSV Eindhoven, 1990-1993 and 1998-1999; Sporting Lisbon, 1993-1994, Porto, 1994-1996; Barcelona, 1996-1997) winning two league titles with Porto and one UEFA cup winners cup with Barcelona before returning to manage his native Newcastle United (1999-2004).

The data also indicates that although clearly an established feature amongst much of the game's most successful talents a number of emerging coaches are also embarking on similarly circular career development patterns suggesting the tendency is becoming an increasingly prominent aspect of contemporary elite level coaching.

### **6.5.5 Expanding circular career contingencies**

Literature reviewed indicated the prospect of playing abroad was once considered a pre-cursor to retirement or coaching. Seeking a final lucrative season or two playing lower level football in a pleasant environment, some professionals gravitated to ambitious clubs in foreign or obscure leagues. For example former England striker Gary Lineker only managed a limited number of games in the emerging J-League before a long-standing foot injury forced his retirement in 1993 (Moffett, 2003). In contrast during the mid 1980s coaches from several national associations encouraged younger players to actively pursue experience in other cultures to broaden their football „education“ (Lanfranchi and Taylor, 2001). Some individuals featuring in this research followed such advice and at the twilight of their playing days a coaching career enhanced by practice and understanding accrued through foreign postings became an attractive proposition („Karl“, „Hamish“ and „Dave“ for example).

Steve McClaren's biography provides a useful example of what may be considered a player>coach>ambitious coach career path. Following a relatively modest playing career with lower league clubs (in common with several contemporary *Premier League* managers), he was appointed youth and reserve team coach at Oxford United on his retirement in 1992 before moving to former club Derby County as first team coach in 1995. Helping win promotion to the *Premier League* his technical and tactical acuity coupled with a willingness to embrace innovative scientific support systems attracted the attention of several clubs. He joined Manchester United in 1998 and alongside Sir Alex Ferguson achieved spectacular and sustained success winning the UEFA European Champions League, three Premier league titles and the FA cup (Rollin and Rollin, 2001). The prospect of sole responsibility for team performance saw him accept the post of Head coach/manager at Middlesbrough at the start of 2001/2002 season. Despite limited resources and being criticised for producing „boring football“ (The Independent, 26/9/2005) he guided the Teesside club to victory

in the 2003/2004 League cup and the 2005/2006 UEFA cup final (losing 0-4 to Seville).

Arguably his career peaked in August 2006 when appointed England manager. Subsequent international results didn't enhance his CV and the ignominy of his broolly-toting touchline posturing, probably helping expedite his dismissal (BBC online, accessed 22/11/2007). This was only surpassed by the much-ridiculed television interview he conducted in a Dutch accent when unveiled as manager of *Eredivisie* team FC Twente (Norrish, 2008). Despite such faux pas McClaren appears to have benefited from a move to a different football cultural context. Undergoing something of a renaissance he has extended his self-enforced exile from the English game. Having guided Twente to their first *Eredivisie* title (2009/2010) in forty-five years McClaren accepted a head coach post at *Bundesliga* club Wolfsburg in 2010 only to be dismissed in 2011.

The more cynical may suggest working abroad represents a way of saving public face since most people in England would be unable to compare football club standards. However it does support the notion that willingness is developing amongst emerging English coaching talent to exploit an opportunity of work in a different football style and cultural context as a means of career development. However, the data infers the proclivity to utilise circular employment patterns is better established amongst contemporary foreign rather than English coaches (Tables A and B) and experience of a different sub-cultural context augments domestic and/or non-indigenous employability. Although Brazilians Carlos Perreira and Luiz Felipe Scolari are good examples of periodic movement between foreign and domestic teams the eight successive years former Roma coach Claudio Ranieri spent abroad helped confirm his status as a much admired coach in his native Italy (Vialli and Marcotti, 2006). Whilst many periodically return to their domestic football, the data also indicate more coaches are circulating between countries plying their trade amongst some of the world's most prestigious clubs.

Given this reasonable assumption the employment profiles of coaching talents Jose Mourinho (Real Madrid), Rafael Benitez (Inter Milan), Roberto Mancini (Manchester City), Louis Van Gaal (Bayern Munich) and Ronald Koeman (Valencia) suggest their

career contingencies have also increased rather than decreased potential for future appointments across a range of football environments. It may be posited time constrained or contracted periods of employment (King, 2002; Benson-Rea and Rawlinson, 2003) in other cultural environments can enrich both the experience and reputation of a person who, if able to achieve success outside their birth nation, can legitimately inform potential suitors that their skills and expertise transcend national and cultural boundaries. Hence it is logical to argue that a circulatory career, one that involves working in a range of different cultural contexts, enhances the attractiveness of foreign and non-indigenous coaching talent. This explains the interest of Europe's leading clubs in what is a small but highly desirable talent pool.

## **6.6 Summary**

Various typological classifications have been used to help categorise migratory movement of sporting labour. It is argued a key consideration omitted by many esteemed commentators is that they are relatively impotent unless career related issues are factored in. This is especially important when elite level football coaching talent is concerned. As earlier discussion has indicated the dynamics of migration have shifted since previously accepted typologies were constructed. Although maintaining academic significance a fluctuating landscape of migrant recruitment policy and practice now renders many migratory movement typological classifications obsolete. Whilst most tenure is contractually short it is reasonable to posit that the majority of coaching talent movement is pan-European but the data also point to an increasingly globalised trend.

Williams (2007: 40) suggests professionals who actively seek and exploit expatriate opportunities are, in effect, creating „boundary-less careers“. Whether mobility is financially or career enhancement motivated is difficult to establish at this point but circulation between many of the world's best teams underlines a willingness amongst contemporary coaching talent to test their capabilities in both familiar and unfamiliar locations. The data contained in Table A provides a fascinating illustration of the mobility patterns exhibited by high profile coaching talent that underlines a mutually advantageous proclivity to move beyond birth nations. More importantly it highlights



the way in which seamless cross-cultural movement can resurrect, sustain or enhance domestic careers.

The principal focus of Vertovec's (2007) work concerns the international transfer of skills, which, he maintains, is underpinned by the establishment of social networks bridging host and donor nations. Problems functioning in a different occupational sub-cultural or wider socio-cultural context often forces migrants to repatriate. A lack of social enclaves afforded by the presence of compatriots may inhibit a coach's ability to transfer particular, signifying practices to host cultures. Conversely expatriate recruitment may prove symbiotically beneficial for both employing organisation and coaching talent. This is especially true where organisational and workforce open-mindedness and support facilitate the assimilation of what are ostensibly innovative practices. In enhancing Vertovec's (Ibid.) review of global migration policy this research contends that circulatory migration patterns are replacing both permanent and temporary forms of relocation. However, also of profound interest here are the dialectic tensions underpinning the real or perceived influence on the established occupational subculture and sub-cultural traditions mobile talent moves to.

## **Chapter 7**

### **Findings 2: Occupational cultures**

## **Occupational cultures**

To date, sub-cultural study has provided rich substantive literature concerning sporting practices, rituals, customs and traditions, many of which resonate with broader social issues and, more importantly, relate to a theoretical grounding. For example, challenging the theme of masculine dominance in sub-cultural affiliations, Wheaton and Tomlinson's (1998) investigation of the gender order in windsurfing suggested stereotypical macho perceptions of women were changeable. They found that through a commitment to strong cultural identity women performers experienced emancipation from „female“ social duties such as driving to venues to wider acknowledgement as talented practitioners. In a more recent study Laurendeau and Sharara (2008) apply a feminist perspective to agency in action sport subcultures showing how female participants employ a combination of reproduction and resistance to engineer social change in that particular context.

Typically composed of relatively small groups of people (or even individuals) subcultures are created and maintained through social interaction and communication. Members seek a symbiosis of individual fulfilment with the expression of particular beliefs, practices, values or behaviours in order to sustain the group's existence and distinctiveness from others within society. Of greater significance are what may be termed the „cultural characteristics“ shown by members who „employ similar artefacts and symbols, engage in similar types of behaviour, and adhere to a set of norms and values specific to the subculture“ (Marsh, Rosser and Harre, 1978: 369). In professional football these sub-cultural elements differ from those expressed in the parent culture and play a significant role in the way members exist in their host society and when together.

### **7.1 Sport-related sub-cultural analysis and affirmation**

The observational analysis of a group of Oxford United football supporters conducted by Marsh et al (Ibid.) identified progressive levels of commitment to anti-social activity. In much the same way Donnolly (1981; 2007) ascribed fuller membership of a climbing subculture to the increasing degree of dominance the sport held over their lives, Marsh et al (1978: 381) viewed changes in levels of allegiance as a form of hooligan „career“ development graduating from peripheral involvement to conflict

initiation. Drawing on concerns expressed by King (2004) and Wheaton and Beal (2003), Dunning, Murphy and Williams (cited in Tomlinson, 2007) largely dismiss Marsh et al's (1978) findings on the basis of what they considered a flawed theoretical framework and methodological approach. Their research maintains the formation of the more violent football supporter sub-cultural groups is an expression of masculinity rooted in early forms of the game which lent themselves to spectacle, excitement and aggression and, more importantly, affiliation with a sport. It may be argued, however, that both accounts employed subjective outsider standpoint methods that did not possess any necessary ethnographic or „insider“ (Dandelion, 1995: 181) understanding or experience of such sub-cultural activity.

Conversely some football hooligan subculture studies take an uncritical investigative, journalistic or even autoethnographical approach (Buford, 1991; Hughson, 1998; Brimson, 2002; Pennant, 2005), which, whilst providing a „real“ insight into the activities connected with a subculture, often ignores any underpinning theoretical framings. In contrast Poulton (2006: 161) uses fantasy football hooliganism as a research platform to suggest the quest for excitement for „virtual“ hooligans is essentially emasculatory voyeurism lacking „the real buzz of actually steaming in“ to other supporter groups.

Qualitative data gathered revealed a strong sense of sub-cultural expectation that players consistently display what are considered „manly“ activities and behaviours. Author „Alex“ expressed strong views concerning masculinity and class influences on the development of football arguing „there is a chauvenism about the English game“ (Appendix 2, participant 2.13) that relies heavily on manliness. He relates a scene from Hunter Davies' seminal study of Tottenham Hotspur (2001: 147) where hardliner coach Eddie Bailey constantly used military metaphors such as „bayonets on, we are over the top“ to motivate players before matches. Elements of macho ritual still exist in the game. Former Liverpool and Galatasary player „Adam“ recalls his transition from young professional to first team squad member. Established players gave no allowances when he trained, simply expecting him to perform „like a man in a man's game“ (Ibid) at their expected performance levels. If he didn't he would suffer the perennial fate - public humiliation and verbal abuse leaving him temporarily (or permanently) ostracised from this occupational sub-cultural group. Subsequent re-

acceptance was performance contingent. These approaches, arguably tantamount to workplace bullying, remain largely unchallenged as an accepted part of pro life in many clubs regardless of league status.

Adding an interesting corollary „Adam“ (Ibid) reflected that his manager, who guided the team to three league titles and two FA cup final wins, accepted established, traditional organisational practices on appointment. He also recalled the introduction of personalised occupational demands remarking that:

When he came in he sort of took over the tried and trusted methods that Bugsy Moran and people like that had set up beforehand...but people didn't realise what a hard man [xxx] was. He didn't like anyone shirking out of tackles, he always played with his back to goal so he knew how difficult it was when you could get kicked for fun, so he did instil in you he didn't like cowards.

Masculinity is also the focus of Clayton and Humberstone's (2006) examination of discourse between University football players. They argue that communications involving what are, ostensibly, intelligent people grounded principally on football and academic matters. Yet, they found topics of conversation often gravitated to alcohol consumption and sexual conquests. Their findings resonate with many aspects of professional football sub-cultural behaviour where players often socially construct their masculinity around their sexual activities (usually regardless of their or their co-respondent's marital status), material wealth, drug experiences and most prominently their alcohol tolerances. At Liverpool football club in the late 1980s

...the first team had a serious drink culture, encouraged by the manager, players were expected to drink...everybody liked a drink and people were suspicious of the ones who never...if you didn't like a few scoops you were frowned upon a bit, an outsider („Adam“, 2.1).

Heavy drinking, it seems, in this particular occupational cultural context, was considered part of the rites de passage to the first team.

Former *Scottish Premier League* (SPL) and *Premier League* player „Rob“ revealed that many coaches and managers within the game associate advantages with what is essentially binge drinking amongst professional footballers. He argues that English managers „didn't mind us going for a drink after the game...it was a team bonding

thing“ (2.9). Despite the advice of his foreign coach who „tried to stop us from drinking...during the week...we would all go out as a team“ when at Celtic (Ibid.). Alcohol consumption is not exclusively a domestic club problem. A former England international „Mark“ offered a remarkable insight into the occupational subculture of one of the world’s biggest clubs. Reflecting on his experiences of Spanish football he recalled that:

In England we learn all about the shite English footballers do, I mean we had big drinkers at Real Madrid...who used to have a couple of beers the night before a game...the likes of Roberto Carlos had a couple of beers with his lunch on the day of a game (2.7).

Such revelations are antithetical to supporters’ expectations of professionalism but, it seems, in this case are rarely exposed in Spain. „Mark“ attributed this closed ranks, „what happens in the club stays in the club“ siege mentality to sub-cultural identity and allegiances, their relative dominance over other subcultures in the club and differences in media attention paid by the English and Spanish press corps. He adds:

In Spain the press don’t care about what the team do. We’d all drink on the plane coming home from Europe...and the press were all having a drink and everyone was mixing. Where in England its like we hate them [reporters], they hate us (Ibid.).

Although the intensity of investigative journalism may prompt paparazzi-style exposure of some players more than others – it does not necessarily mean the problem is absent in other clubs or nationalities. Liverpool and England player Steven Gerrard’s acquittal from affray charges pressed as result of an alleged assault on a customer in a wine bar, did little in refuting the perception that such behaviours remain deeply embedded in this occupational subculture. Gerrard had been engaged in a long drinking session prior to the incident. As former *Premier League* club and England Under 18 conditioning coach „Neil“ attests „there is still a chucks and ale culture“ (in the professional game) that, whilst not publicly condoned by coaches, remains a significant component of acceptance, affirmation and/or personal kudos enhancement within this sub-cultural context (2.21).

The behaviours endorsed (and reinforced) by members of football subcultures may lead some to feel they are beyond the law and accepted moral parameters where, in

their parallel universe, identity overrides culpability. Chelsea captain John Terry's extra-marital affair with Vanessa Peroncel, former teammate Wayne Bridge's long time girlfriend, is a case in point. Terry had obtained a „super-injunction“ preventing disclosure on the grounds of „potential impact on adverse publicity on his earning power“ and „personal distress“ (Rayner and Evans, 2010: 1). The decision to suppress reportage was revoked despite Terry's legal team using „human rights laws to argue that the public had no right to know“ (Ibid).

Such amoral activities are regarded as normal within the subculture yet remain incongruous to wider society. Of course anyone can cheat on their partners but as former Arsenal striker Perry Groves admitted on BBC „Radio 5live“ (31/1/10) infidelity is the norm amongst professional footballers and „the ten percent who don't – the straight batters – are seen as odd“. Terry has since admitted cheating on his wife eight times before they married in 2007. In jargonised sub-cultural communication the Cricket analogy is also applied by miscreants' teammates who consider guilty parties „having been caught in the slips“ or „leg over before“. Resultant actions such as gaining „super-injunctions“, paying off co-respondents or sending in some heavies typically associated with big clubs to put a „frightener“ on them also reveal the murkier side of this occupational subculture. Reportedly gambling up to forty thousand pounds a week on horse racing Terry has also faced criminal charges following a fight outside a London nightclub in 2004. More recently he was exposed for conducting „tours“ of Chelsea's training centre on behalf of a ticket tout for which he allegedly received an envelope containing ten thousand pounds (Ibid). This is especially irritating for fans since stars like Terry constantly receive gifts ranging from free clothing to sponsored high performance cars. To a lesser degree coaches accrue similar benefits accorded to their privileged status but they pale into relative insignificance when compared to their playing staff.

A penchant for what is essentially criminal activity provides a good example of high profile players becoming almost accustomed to escaping punishment from situations „Joe Public“ would not. But, the activities the likes of Terry engage in effectively affirm their shared sub-cultural membership, simultaneously reinforcing their distinction from wider society. However, any differences are not simply behaviour traits, it is the expectancy their actions are considered normal and are universally

condonable because of who they are. As Winter (2010: S1) observes... "It is only football, hardly a bastion of morality." Publicist Max Clifford (BBC News, 1/2/10) felt Terry's reputation would not be tarnished arguing „the world of football is in the dark ages and most people around football would not mind as long as he is doing it on the field – that is all that matters." He anticipated there would be no dressing room reaction at all. Yet, in their next game some of Wayne Bridge's current Manchester City players wore „T" shirts containing the message „Team Bridge". Significantly, the three concerned were foreign players. They may have simply been supporting a wronged or vulnerable colleague or expressing distain for an aspect of their subculture when located within another wider cultural context. Regardless of interpretation it seems the ways in which some sub-cultural activities differ from society are profound and symptomatic. More importantly players are conditioned to feel their secret, privileged rights should not be subjected to a public's right to know mandate.

It may be argued that whilst some subcultures publicly display their distinguishing characteristics (Atkinson and Wilson, 2002) the football fraternity enjoy their status but vehemently object to public or media scrutiny. The impression they portray is that the wider community of players and fans are simply expected to forgive and forget any indiscretions. According to Clifford that assumption may prove correct suggesting „it will all be forgotten in seventy-two hours" (op. cit.). He was right. The transmission of shared, signifying behaviours within a particular subculture can be affected in a variety of ways. Distinguishing between the informal communication of technical and social knowledge and the diffusion of religious beliefs, Mithen (1999:179) asserts that „it is often undertaken in the form of a ritual: ordered sequences of action" which, for him, are designed to maintain their fidelity during transmission. Whilst the relatively well-established nature of professional football related subcultures might not require absolutely faithful reproduction of values and beliefs there is an element of consistency that perpetuates rather than prompts radical departure or cultural change. This appears especially true of the behaviour traits displayed by this particular occupational subculture.

How players behave (or misbehave) outside the club appears to have its roots on the training ground. For example „Neil" is highly critical of the conduct of senior professionals and its impact on young players. Based on his daily working



experiences he feels „pros are like kids“ (2.21) continuously engaging in „laddish antics“ (Ibid.) such as smearing heat creams in team mates athletic supports and throwing mud at each other in warm-ups. Having seen identical pranks played by impressionable youth internationals he is convinced they are acculturated to regard that as the norm – especially when disregarded by coaches many of whom graduated from professional playing careers. Staunch football supporter and academic „Alex“ agrees suggesting

...the occupational subculture of [football] players is like an extended childhood...its being naughty sometimes, you know getting into posh hotels and throwing bread rolls at each other (2.13).

Some attribute the transmission of these typically football player-related behaviours to „pros being surrounded by people who do everything for them, there is no need to accept responsibility for their actions“ (2.21). Somewhat hypocritically, the behaviours exhibited by high profile role models would not be accepted in their children’s schools. Yet they are considered part of the „pro culture“ which, like drinking, betting and sexual promiscuity, senior and young players alike are expected to conform to – or be considered outsiders. It is clear that sub-cultural association affects members’ behaviour. In these instances behaviours become „normalised“ in that whilst incompatible with those exhibited by much of society members regard them as acceptable.

Subcultures can certainly possess distinctive practices from other groups on the basis of occupation. Sugden’s (2007) investigation of the existence of an underground economy in football explores a particular „occupational“ subculture. His study of „grafters“ demonstrates how a group of working class „entrepreneurs“ successfully operate in the illicit world of „black market“ ticket touting. Somewhat ironically he ascribes their creative, but nonetheless criminal, activities to the exploitation of „market-led opportunism“ (Ibid: 256) within the context of post-Fordist social stratification, which effectively penalises and/or exploits many similarly disadvantaged groups. In much the same way the grafters used their talents to become upwardly mobile many successful footballers rely on their ability to exchange council estates for stockbroker belts.

In his earlier examination of disadvantaged young boxers Sugden (1987) describes how members of a sport-related subculture can themselves become the exploited. As with football club training centres, the gym lies at the heart of their occupational sub-cultural allegiances, founded on street-hardened attitudes and values bound by „a stoic male code of honour and courage“ (Ibid: 379). Paradoxically, the gym represents a potential gold mine for hedonistic promoters who invest in raw talent hoping to unearth a future champion. Trainers provide youngsters with technical guidance but their „volatile aggression and physical assertiveness, their courage and pride, their tough-toughness are given new rhythms and disciplined around the timing of the professional ring“ (Ibid.). The message conveyed to the boxers is that the ring can be their passport out of the „ghetto“. In succumbing to this form of sub-cultural affirmation, dreaming of success, they willingly allow themselves to be subjugated and exploited. Each knows few will graduate to fame and fortune and that an ignominious return to the „ghetto“ is the most likely outcome of their association with this particular subculture. Yet it is their inculcation into the world of boxing that provides them with a sense of identity, a sense of learned distinctiveness that, albeit temporarily, many share in the faint hope of success and its associated social mobility so prominent in the American sporting psyche (Edwards, 2005). Sugden’s (1987) sub-cultural study can be applied to the inherent nature-nurture dialectics of professional football where developing playing and coaching talent, as members of what are ostensibly elite occupational sub-sets, submit themselves for cultivation (or rejection) according to the specific demands of a club or its owners in the optimistic pursuit of wealth and status<sup>4</sup>.

Examination of football-related sub-cultural associations can be approached from a range of perspectives. Locating Scotland’s „Tartan Army“ within Georg Simmel’s framing of individuality and the influences of parent cultures, Giulianotti (2005: 301) found that although members identified with „a common set of behaviour norms, values and artefacts“ scope for individualised behaviour was largely restricted by established protocols. He argues that members felt distinctive from other football supporter subcultures through a „collective embrace of a single identity“, cocooning

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<sup>4</sup> Compare Carlin’s, 2004, account of David Beckham’s consistency in embracing the varying demands of managers and coaches he has played for with the spiralling stubbornness Robbie Fowler (2005) showed late in his career due to what can best be described as mental fatigue.

them from the „ominous encirclement of individuality by the sheer diversity of modern cultural objects“ (Ibid.). Here sub-cultural membership can be perceived as both an expression of an individual’s distinctiveness and as buffer from the pervading confirmatory influences mainstream cultures may impose thereby adding a self-perpetuating function to subculture establishment.

Elite level professional football is a good example of an occupational subculture that attracts intense media interest and popular appeal yet simultaneously remains elusive. As non-participatory observers both types of „outsider“ audience are able to share the same icons, artefacts and traditions but, because of exclusive membership criteria, are excluded from the „insider“ values, beliefs, language and practices those directly involved are steeped in. Easily understood by most fans, post-match interviews provide obvious clues to similarities that exist within both playing and coaching occupational subcultures regardless of club. Coaches and players alike often refer to „battles“, „massive results“ (when they win) and „schoolboy errors“ or „disappointing performances“ (when they lose) always taking the opportunity to „thank our wonderful supporters“ (helping boost popularity and image rights). Conversely, spectators are often oblivious to the jargonised language players and coaches engage in on a daily basis when discussing tactical issues or technical minutiae. In essence those fortunate to be inducted into these select bands are instilled with a dual identity – public (organisational) and sub-cultural (occupational).

Usually referred to as ‘*stick*, ‘*banter*’ or ‘*the craic*’ rapid humorous interchanges between players when questioned about a range of subjects often including their ability, intelligence and sexuality by teammates is a form of communication that has club-specific peculiarities. Topics will change regularly in relation to current events or issues. No one is immune as comparisons made by his teammates between Fernando Torres and the gay, Jewish character in the film *Bruno* who have similar facial appearances attest (personal communication with *Premier League* and international player „Simon“, Sunday 5<sup>th</sup> July, 2009). Some feel this verbal jousting between particular sets of players helps relieve the tensions high profile performers experience by establishing rapport, mutual respect and support for teammates.

Coaches are not exempt from this form of daily rhetoric. „Neil“ relates how during a particularly boring coaching session veteran striker David Phillips enquired whether an assistant manager „bought his coaching badges off the internet“ (2.21). His comments are reminiscent of a similar form of derision reported by Hunter Davies (2001) when after questioning the coaching ability of Tottenham coach Eddie Bailey, players declared they would be better with no training at all. In this case it is logical to suggest a strong occupational culture rather than organisational culture drove the team to FA cup and League „double“ and European success.

Juxtaposing notions of fandom founded entirely on identity and almost heirloom-like, bestowed partisanship where clubs became „institutions of belonging“, Conn (1997: 208) suggests contemporary football forms of brand identity and brand loyalty are heavily influenced by team success. An achieving team exponentially attracts increasing numbers of paying customers beyond the local community simultaneously attracting and exploiting lucrative media deals, sponsorships and merchandising revenue streams. Accordingly, modern football clubs can be considered business organisations not solely because of their commercial activities, driven by the perennial quest for financial security (Bower, 2003), but also because of the brand identity they share with supporters.

Where business enterprises compete for market success, distinctiveness can be a major contributory factor. Yet, Howard-Grenville (2006: 48) feels that „culture is something an organisation *is* rather than something it *has*.“ This may be especially true of an ambitious football club, which often represents a significant aspect of peoples“ lives, a key part of their cultural identities. Some openly stress reciprocal affinity with their fan base marketing themselves as a „working family“ club in deference to community setting (Ipswich Town, itfc.co.uk, accessed 12/5/2009) or as the „people“s club“ (Everton, evertonfc.com, accessed 12/5/2009). Manchester United constantly reminds supporters of the close club: fan base relationship showing images of a player shaking hands with a spectator on programme covers (manutd.com, accessed 12/5/2009).

Set against a backdrop of globalisation elite level football clubs have become part of a „global game of speed, opportunities, risks, innovation and relentless, often

unpredictable, change“ (Winter, 2003: 3) that has affected „not just business, but...every area of human endeavour“ (Ibid.). Like other industries elite level professional football has been impelled into globalised commercial activity. Clubs, as organisations, have become more overtly business-like in their approach to operational policy and practice. Highlighting the trend Conn (1997) argues forcefully that a new generation of businessmen-owners, somewhat duty bound to make money from their investment, are heightening a need to succeed. Underpinning intensifying fiscal regimens is the notion of developing a specific workplace culture that both complements and supports organisational efficiency in terms of revenue generation.

## **7.2 Occupational subcultures and English professional football club organisation**

Data presented above identified migratory patterns evident in the career contingencies of a range of indigenous and non-indigenous coaching talent. Understandably, moving across national boundaries can present social, cultural and language barriers. Any such problems encountered by foreign coaches may be compounded if differences in workplace policy and practice present sub-cultural modification difficulties. This becomes particularly apposite when coaches attempt to implement preferred approaches to team and player preparation. Such agency could conflict with established coaching „practices“ that characterise a particular organisational or corporate culture of a club that may be resistant to change.

### **7.2.1 Enabling an effective organisational culture**

Thompson and McHugh (2002) contend that over time a particular culture becomes embedded as a result of members institutionalising new employees into a preferred set of organisational values, beliefs, expectations, practices and behaviours. The range of ways they suggest this may be achieved has clear parallels with professional football club cultures which, when supported by primary qualitative data gathered in this research enables applied re-conceptualisation. They include:

*Formal statements of intent* such as former Liverpool coach Gerard Houllier“s mantra that under his leadership Liverpool will undergo „evolution, not revolution“ (Williams, 2001: 113) as part of his long-term strategy to improve the club“s faltering

fortunes. Regardless of planning timescales *n-Power* team head coach „Gary“ insists „the manager sets the tone for the club“ (2. 2b) referring to both the ethos of a club’s organisational culture and how the coach communicates intent of establishing and maintaining a sustainable approach to successful team performance.

*The design of the workplace environment* is very apparent in contemporary football with most *Premiership* clubs relocating to new, state of the art stadia and cutting edge training complexes to ensure players work in high quality areas supported by sophisticated sports science support and conditioning infrastructures. A good example is the way former Bolton manager Sam Allardyce offset a lack of serious investment in transfers by demanding the players he did manage to recruit were supported in every way possible („Dave“, 2.8; „Mick“, 2.26). Obviously seen as the cheaper option by his Chairman Phil Gartside, this ranged from nutritional advice, notational performance analysis, comprehensive medical provision and psychological support. Whilst French coach „Didier“ was less concerned with scientific and technological support for his players he exuded pride having „tuned the club into a new era in terms of attitude to work and in terms of facilities“ (2.5). His vision of a state of the art training complex and youth academy certainly improved working conditions for the club’s playing staff.

*The use of jargonised language* is very evident in football clubs as coaches and players communicate technical and tactical peculiarities on a daily basis. For example, a player operating just behind the front-line striker is said to be playing „in the hole“ whilst free-kick specialists such as Cristiano Ronaldo or David Beckham often aim for the „postage stamp“ or top right corner of the goal. In addition, most playing and coaching staff consistently use what could be termed „industrial“ language as a means of stressing a point in matches or training (Carragher, 2008).

As with their business counterparts coaching talent *plan short and long term programmes* to ensure optimal playing performance. This process has become much more sophisticated and detailed over the past few years. Some ascribe this to the influence of foreign coaches whilst others feel the modern game can no longer be left to traditional methods or chance. Most non-indigenous coaches use the term „project“ on appointment („Neil“, 2.21). This reference is essentially acknowledgement and

acceptance of the games endemic „short-termism. „Neil“ added that many indigenous coaches seek recourse playing „frightened man“s football whilst foreign coaches „don’t fear the sack“ able to remain true to their playing principles and philosophy (Ibid). This mindset was certainly apparent in interview where „Ramon“ was determined to allow his players licence to keep playing his way despite being bottom of the *Premier League* (2.20). His faith was rewarded with *Premier League* survival.

In common with the *attractive financial rewards* associated with headhunted commercial personnel top-level football talent benefits from lucrative transfer deals and sponsorship packages when recruited by ambitious organisations. Emulating David Beckham and Wayne Rooney many „big name“ players insist on „image rights“ whereby they receive a cut of merchandise sales that bear their name or image (Carlin, 2004). Along with players high profile coaches often stipulate the financing of all resettlement costs including payment of children’s private school bills, a company car for their partners and personal home security.

Many clubs rely on *nostalgic accounts of past successes or heroic, legendary performances by key historical figures to reinforce traditions*. New players arriving at Newcastle United for example are constantly reminded of Alan Shearer or Kevin Keegan’s exploits in much the same way Manchester United teams are consistently compared with the „Busby Babes“ team of the late 1950s. Artefacts such as club crests often reflect aspects of a club’s cultural heritage. For example the Liverpool badge contains images of an eternal flame commemorating Hillsborough; the gun on Arsenal’s acknowledges their 1886 founding as the Royal Arsenal by ordnance workers in Woolwich (Rollins and Rollins, 2010). Author and broadcaster „Matt“ suggests exaggerated attempts to respect a club’s heritage can be political rather than sincere. Evoking memories of Liverpool’s legendary manager Bill Shankly he noted „Didier“ „even copied the red scarf...and stuff like that“ (2.10). Whilst this form of tribute may have been intended as a display of allegiance he was obviously less than impressed suggesting it was an attempt to convince fans his organisational culture was founded on Shankly’s and would, naturally, be successful.

New employees are expected to conform to *established behaviour patterns* both off and on the pitch. Contradictory as it may appear, a coach and his support staff will

constantly reinforce physiological principles concerning nutrition and hydration to enhance performance and aid post-match recovery. They also stress the importance of media-friendly behaviour and, somewhat reluctantly, if not alcohol abstinence, clandestine socialising. Established players similarly ensure newcomers are introduced to *their* customary practices. These can range from rehearsed goal celebrations to the tone of practical jokes (Wimbledon's „crazy gang“ liked to set fire to new signings“ clothes for example) and heavy post-match drinking sessions. Some may consider these an important part of an initiation process by which outsiders gain acceptance in a different organisational culture (Bolchover and Brady, 2004). Part of this ritualistic inculcation into what is a veiled manifestation of players“ masculinity, might also be encouraged by coaches under the aegis of „team bonding“ (2.21).

When transferred to Everton „Gary“ was taken aback by the endemic nature of this aspect of sub cultural behaviour recalling that „the drink culture surprised me – I was probably being more professional at [Scottish amateur club] Queens Park“ (2.2b). Despite the hyperbole relating to „professionalism“ extolled by many coaches a drinking culture, whilst not as obvious as with previous generations of players, has not disappeared from the modern game, it has merely gone underground (“Rob“, 2.9) surfacing periodically on the front of red top newspapers.

The way coaches, as leaders, *react to critical incidents* underpins the sustainability of a club“s organisational culture. It is common practice for managers not to openly criticise players for their mistakes in post match interviews. In the inner sanctuary of the dressing room, depending on the outcome of his mistake (which could have cost his team the game), a player is usually berated, in the presence of teammates, and reminded of the errors of his ways<sup>5</sup>. Whilst apparently contradictory a combination of public defence juxtaposed against „private“ admonishment can be orchestrated by coaches to generate a siege mentality. Sir Alex Ferguson has consistently motivated his players by provoking anger towards any form of outside criticism. According to his former assistant „Jimmy“ (2.12):

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<sup>5</sup> See, for example, David Beckham“s description of Sir Alex Ferguson“s penchant for shouting in the faces of miscreants - the infamous „hair dryer“ treatment - in Carlin, 2001.



Sir Alex motivates them through a destitution and persecution complex - they are all out to get us, the press, other teams, the referee, creating a situation where players feel nobody likes us, they all hate us, we'll fucking show them.

Former Porto, Chelsea, Inter Milan and Real Madrid coach Jose Mourinho often provokes derogatory remarks from opposing managers as a means of motivating his own players. His strategy consists of irritating other managers through the media. Interviews routinely start with him complimenting the coach of his next opponents followed by criticism of variable subtlety and, at the right moment, a psychologically constructed throw away comment designed to incite a derogatory reply. When at FC Porto journalists pressed him to announce his team two days before a game Mourinho declined but, much to the annoyance of his adversary went on to name the starting XI the opposing coach would select – which proved accurate (Neto, 2005). Talking beyond the press corps in media conferences he subliminally inspires hostility, almost provoking responses from his opposite numbers, which he then permeates to his own players creating the impression the world is against them and that, together, they will prove any detractors wrong. As Barclay (2005: 160) observed „in almost every conversation Mourinho has as part of his work, the ultimate purpose... is not to communicate but to increase his teams chances of winning.“

Of course there is litany of media outbursts that some coaches live to regret. Perhaps most notable was then Newcastle coach Kevin Keegan's „I'd love it...love it, if we beat them“ live SKY television interview (cited in Crick, 2003: 409). His atypical but fiercely defensive reaction to Manchester United manager Sir Alex Ferguson's public provocations exposed a self-confessed fragility in interview effectively ending his own team's 1995 title ambitions.

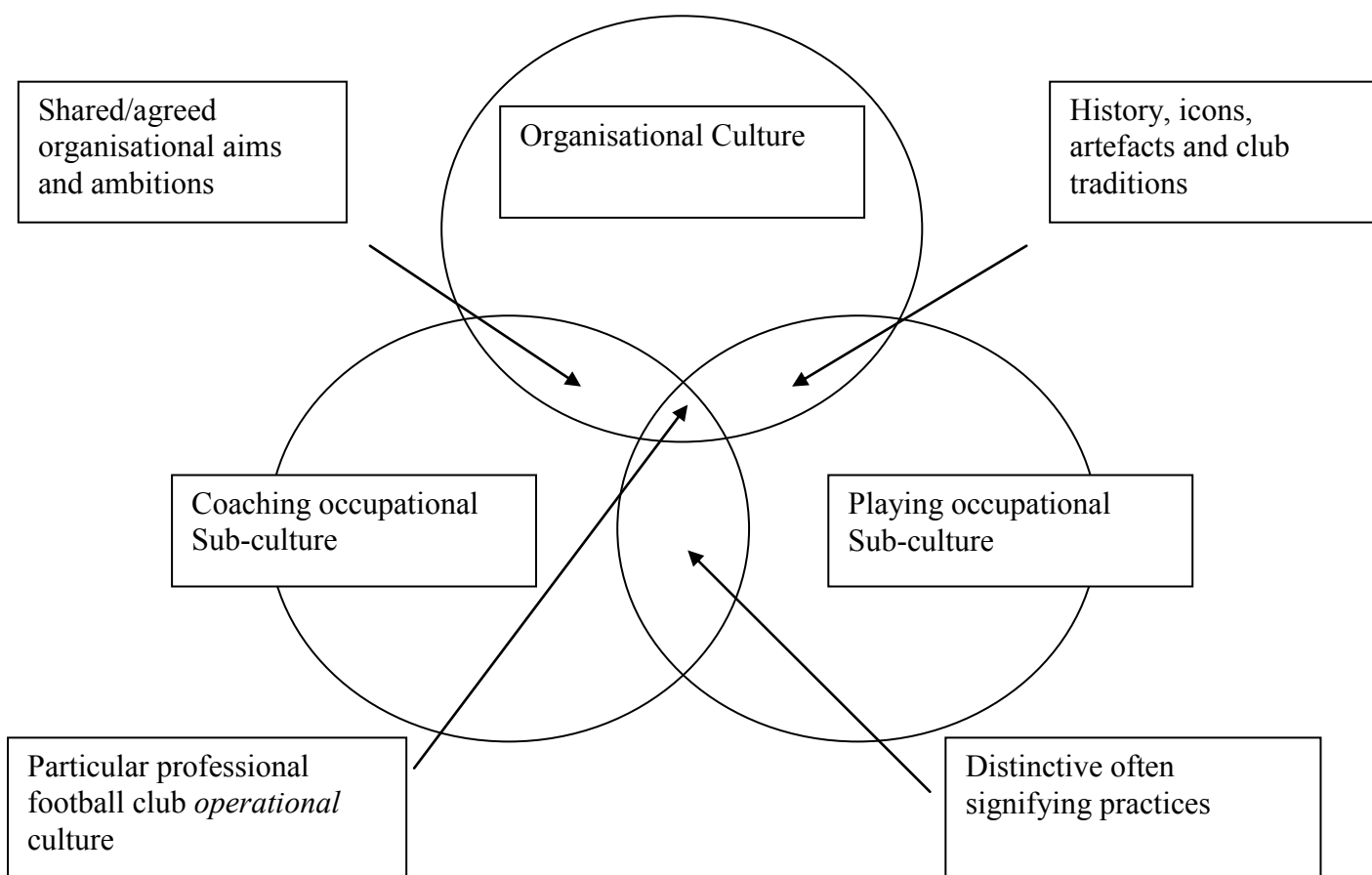
In attempting to embed a particular culture or way of doing things, organisational leaders like football coaches often stress a range of characteristics they wish their workforce to display. These include hard work, commitment to long-term goals, identification with the „project“ and compliant assimilation into existing signifying practices (Kunda, 2002). In this sense organisational culture can also be considered a control mechanism that both regulates employee behaviour and reinforces managerial power structures. This is reminiscent of stoic, uncompromising administrations early professional footballers encountered reviewed earlier.

Interestingly, most literature projects organisational culture as a homogenous, performance optimisation culture. This is not always the case since sub-sets of employees within an organisation often possess distinctive values and behaviours. Whilst generally aligned with a parent culture their distinctiveness may exhibit difference that could enhance organisational performance or develop into a crucible of conflict.

### **7.3 Occupational subcultures and the dynamics of organisational success**

Effective organisational cultures have been associated with strong leadership (Winter, 2003) or the establishment of shared manager/worker values (Martin, 2002). A heterogeneous approach has more recently found favour amongst business analysts whereby examination of the interplay between an organisation's component parts may indicate its potential for success. The underpinning notion is that, despite difficulties associated with empirical analysis of „culture“, the ways in which aspects of an organisation inter-relate for mutual benefit may help determine its effectiveness (Schien, 2004). Football clubs, as organisations, have striking similarity with their principally commercially focused counterparts. However, when an organisation depends on a series of professional subcultures that may embody different attitudes, values and preferences, variations in sub-cultural behaviours can conflict with rather than conform to its unitarist goals (Martin, 2002). Accordingly the overall success achieved by a particular football club can be influenced by the dynamics of organisational and occupational sub-cultural interaction (see Figure 2 below).

Juxtaposing the ability of dynamic, business enterprises against less successful competitors Boisner and Chatman (2003: 2) argue the presence of dominant organisational and/or sub-cultural forces communicates an *achievement* culture. They claim „cohesion, organisational commitment and desirable work behaviours...cultural clarity and consistency“ (Ibid) strategically aligns managers“ and workers“ corporate responsibilities in the pursuit of success. Establishing a positive organisational: occupational culture blend appears advantageous to an organisation's fortunes.



**Figure 2:** Illustration of Organisational/Occupational Sub-cultural interface

Whilst subcultures co-exist within organisational cultures Boisnier and Chatman (2003) suggest they are more strongly bound by loyalty to occupational rather than organisational demands. Interestingly, Lok, Westwood and Crawford (2005: 499) demonstrated empirically that „employees identify with their work area more than the organisation as a whole.“ These observations can relate to the context of a professional football club where players and coaches frequently stress loyalty in media opportunities but internally they have more attachment to the team (occupational culture) on the field rather than the club (organisational culture). Data presented in this study enhances such perceptions arguing the influence of a key agent – the coach and his signifying practices – are instrumental in determining an organisation’s success or failure. It is his particular practices that decide how selected playing personnel are prepared and deployed, and if successful, players show loyalty to both teammates and the coach. Where players are disaffected they often switch

their loyalty to the organisation helping convince supporters any team failures are beyond their control.

Foreign players provide a good example of how their football education encourages them to consider their subculture as a vocation; the pitch as their workplace; and their team mates as colleagues rather than fellow employees. As their technical and tactical competences develop foreign coaches encourage players to think more deeply about the game, analyse what they are being told in training and question anything that appears incongruent or contradictory. This is completely antithetical to an English coaching mentality where complete compliance with a coach's dictates is considered essential in showing a good „attitude“ and where part of being a good pro is never questioning a coach's authority. Spanish coach „Xavier“ demonstrated these apparent sub-cultural differences in one of his initial sessions. Concluding Friday morning training he told the players to run ten times around the training complex (about 15 kilometres). He recalled that „the English players looked puzzled and began to jog“ without questioning his instruction. An Argentine defender stood still and said „wait, this is the day before a game, why do you want us to do this?“ (2.19). Having stopped them he remarked that „English players never ask why – the coach is always right“ (Ibid). He ascribes this inculcation to bad coaching stressing the worth of teaching young players

...to ask why they are told to play a certain way, to better understand the game and more importantly make decisions for themselves to change, adapt and be flexible in the way they play...“ (Ibid.).

Illustrating the way English players are discouraged from questioning their coaches when asked what he would do in that situation experienced defender „Rob“ replied reverently „...I would have run.“ (2.9) - as would the researcher!

Paradoxically, this mentality is so engrained in English professional football that some foreign managers see this it an endearing feature („Ramon“, 2.20) and actively seek such qualities. *Premier League* club coach „Didier“ did little to ease the dialectical tensions inherent in this paradox claiming he likes players „who will fight for you once they are out on the grass“ (cited in Roderick, 2006: 35). Yet in interview

espouses the virtues of allowing players „the leeway... to take risks in the right areas“ by allowing them to display their „individual brilliance“ (2.5) to win games.

Where organisational culture overlaps with the coaching subculture is essentially the „business of winning“ segment where owners and boards of directors privately or publicly communicate their ambitions, hopes and expectations to the manager. It is here where a coach’s success or failure is ultimately decided (see Green, 2002). With the professional equivalent of Damocles’ sword above them, rather than feel anything more than occupational affinity towards other coaches, ruthless exploitation of weaknesses in opposing teams, arguably driven by self-preservation, is seen as part of the combatant „kill or be killed“ nature of their role. Having been dismissed by Southampton before a ball had been kicked in the 2009-2010 season, Dutch coach Mark Wotte summed the situation well asserting that modern day coaching talent „is hired to be fired“ (BBC News, 15/7/2009). He confirmed employers“ (particularly new owners as in this case) generally dictate the power dynamics at the organisation: coaching interface.

The influence of Russian billionaire Roman Abramovich at Chelsea for example was almost immediate. Days after buying the club in June 2003 the new owner began drawing up a list of possible transfer targets and initiating the process of replacing incumbent manager Claudio Ranieri. Demonstrating obvious ambivalence towards the Italian’s managerial talents, „Abramovich was sanctioning the transfer activities behind the scenes, a common occurrence abroad“ (Harris, 2004: 95). Although accustomed to the continental practice many English managers would have perceived this as owner intervention in team selection and transfer dealings. Talismanic Porto FC coach Jose Mourinho was his replacement who on appointment was given a brief, effectively a blank cheque, to source the world’s best talent. Because of a reputation for tactical innovation, technical knowledge alongside a single-minded managerial approach to success, Mourinho was given the resources to prove he really was „special“ (Neto, 2005: 141). Abramovich was, it seems, willing to bankroll talent recruitment and its charismatic management to enforce his organisational culture ideals of intra/international dominance.

Despite the fact that some successful managers engineered strong bargaining positions with their boards in relation to how the playing side of the club should be run<sup>6</sup> contemporary coaches are acutely aware they are hired to realise the ambitions and fulfil the demands of owners - or be replaced. Conversely, when players challenge a coach's team preparation or management methods he is often sacked for „losing“ the dressing room (Carter, 2006). A good example is how the established player subculture at Leeds United effectively ousted Brian Clough after 44 torrid days complaining of his abrasive, eccentric managerial style and lack of respect (Clough, 2003). This facet of player power is not confined to England. According to Luiz Felipe Scolari „the problem [at] Real Madrid is Raul. He is a veteran and still the boss in the dressing room, so woe betide anyone he doesn't like – including the coach“ (cited in Fifield, 2009: 11). Former Real player „Mark“ confirms this opinion stating that:

Spanish football, the players are the powerful (sic), where in England it's the manager, you know he's the boss. If he wants you out you're out. In Spain it's not like that. The players are the powerful ones (2.7).

When a coach (or his associated practices) fails to engage the players, poor results often follow. The decline in Chelsea's performance levels at the start of 2010-2011 illustration of how any apparent loss of form is usually ascribed to players lacking confidence. What media reports rarely explicitly state is that the players actually lack confidence in the manager and/or his training regimes. Conversely when a manager loses faith in players they are decisively banished to the second or even youth team, effectively left to reflect how to regain their first team status or seek transfer to another club. Former Everton coach „Brian“ dropped a Swedish World Cup player just before kick off in an important game for wearing multi-studded (rubbers) rather than traditional six stud boots. When the player remonstrated he was immediately sent home. The coach explained the decision was simply because during his own playing career „I never used to wear rubbers anytime. I used to play with my studs...“ (2.15). The player was told to train with the „stiffs“ (reserve players) until he wore studs. The player conformed a few days later but was sold at the end of the season.

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<sup>6</sup> See Carter's, 2006, accounts of Sir Matt Busby's and Bill Shankly's rebuttal of chairman interference during their early power struggles at Manchester United and Liverpool respectively.

Although most coaches outwardly offer players their support stressing greater belief in their abilities than their critics there will always come a time when a coach or manager has to balance that loyalty against the need to preserve his own job. Hence the playing: coaching sub-cultural interface is just as ruthless – if a player „doesn“t do it“ for the manager he is out. As former *Premier League* and *La Liga* player „Mark“ observed: „If you got on the wrong side of him [„Didier“], you know, he dismisses you“ (2.7). The so-called „blinking“ of players was a tactic employed earlier by Bill Shankly who refused to acknowledge players who were not fit for selection.

To prevent what may ostensibly appear as „bad buys“, football coaches utilise a common commercial practice by recruiting only those players they believe „would fit the organisational culture compared to [the] past approach“ (Carmeli, 2005: 178). Accordingly the skills possessed by an individual are the key determinant in the selection process. Sir Alex Ferguson“s transfer dealings are generally successful but he consistently sells any player critical of his managerial style or who fails to meet organisational culture expectations (Crick, 2003; Taylor, D., 2010). However, when the coaching: playing interface is positive mutually beneficial results are usually secured. This is where man-management skills may transcend coaching ability. Bolchover and Brady (2004: 262) agree suggesting: „the best football managers have first and foremost sought to achieve this by making their players feel valued, praising their efforts and by promoting an aura of self-belief“.

Cognisant of organisational aspirations the manager usually decides the nature and purpose of preparation policy and daily practices where coaching and playing subcultures overlap. Here players are prepared for optimal performance according to the coaches preferred practices. Parallel to his signifying methods is the jargonised transmission of certain beliefs, visions and playing ideals. This is a key segment of the organisation/occupational subculture structures figure 2 (above) illustrates since success dictates levels of acceptance or resistance. If positively received the practices introduced become established as players embrace and engage in them for mutual advancement of teammates, a coach and the club (usually in that order). If his ideas and approaches fail a downward spiral of resistance to rejection almost certainly culminates in a coach“s dismissal – a fate narrowly avoided by Fabio Capello following player unrest at the 2010 World Cup (Winter, 2010a).

The dynamics of this juxtaposition can see players readily accept the practices of a new coach or resist or reject them. This is precisely what led to the dismissal of former Chelsea coach Luiz Felipe Scolari when goalkeeper Petr Cech and striker Didier Drogba took their concerns over his laid-back management style and training methods directly to owner Roman Abramovich (Fifield, 2009). A third dissident, German midfielder Michael Ballack, claimed that „such dialogue between owner and senior playing personnel was normal“ (Ibid: 11). Significantly, having similar concerns over the low intensity levels in Scolari’s sessions England internationals John Terry and Frank Lampard spoke to the coach directly rather than go above his head. These differences in approach may be because of the way English players are sub-culturally conditioned to show coaches respect compared to the encouragement foreign players are given to question their coaches.

For some, the subculture of professional football, often romanticized by adoring spectators, is more than occupational in nature. Reinforcing notions of sub-cultural identity Roderick (2006: 171) maintains that „being a player is not just something they *do*, it is something they *are*.“ Notwithstanding their distinctive special abilities, playing and coaching talent operate in a structural context of embedded practice that often engulfs them (wittingly or otherwise). This is often manifested to such an extent that behaviour traits, beliefs and values become further entrenched with deeper immersion into the cultural practices they associate with the game. Remembering his time as a Liverpool player „Hamish“ (2.6) felt almost indoctrinated into the Liverpool way recalling that:

We were like, I would say police dogs, we were trained, we were brought up to believe we were invincible.

His recollections emphasise the dominance of the club’s high expectancy organisational culture and the supremacy of the coaching subculture over that of the players.

Interestingly whilst Roderick’s (2006) perceptions hold some credibility he fails to factor in how players’ ambitions can change as they become established within what is also, ostensibly, an educative as well as normative occupational subculture. In their



formative years players usually fully embrace a particular cultural context but many harbour notions of big money transfers (and associated lifestyle benefits) to more prestigious clubs. Ironically, as in Scolari's reference (2009) to the influence of Raul in the Real Madrid dressing room, where players achieve success and increase their professional as well as socio-economic status they often become less susceptible to the overarching dominance of the coach (and/or team mates). Similarly some players graduate towards the almost „untouchable“ status associated with player power while they remain at a club. If they are transferred that status has to be re-negotiated or re-affirmed in the new host culture. Paul Ince provides a good example. When at West Ham he liked to be known as „the Guvner“, yet when he encountered the strong sub-cultural context established by Sir Alex Ferguson (at Manchester United) and, to a lesser degree that imposed by Gerard Houllier (Liverpool), he was seen as a poisonous dressing room presence and was moved on. Former Liverpool coach „Les“ confirmed „he [Ince] was such a bad influence on players, well you have to get rid of the bad apples“ (2.16).

The power dynamics operating in football-related occupational subcultures are therefore subject to fluctuating, periodic change. Although possessing hegemonic power to decide the fate of personnel the „parent“ organisational culture depends on successful interaction between playing and coaching sub-cultures. Domination of one occupational subculture over another can result in a power shift that may have a profound influence on coach/player/team performance. This explains one cause of increased player power since they know they are key assets considered by club owners as less expendable than coaches (Green, 2002). Conversely it may be argued, for example, Sir Alex Ferguson dominates the overarching organisational culture at Manchester United in deciding player selection and recruitment<sup>7</sup>. Sustained success ensures his signifying team preparation practices and management approaches are accepted by the playing sub-culture. Additionally, the money generated through high performance in domestic, European and world competition meets with organisational culture approval. In essence, the way the club is projected is largely based on his visions albeit with the perhaps grudging support of owners who, at present, are happy to play a passive role whilst successful team performance is assured.

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<sup>7</sup> See Crick (2003) and D. Taylor's (2010) descriptions of Ferguson's ruthless reaction to dissidents – including club officials.

Earlier discussion explored how occupational sub-groups such as professional football players and coaches are often developed through social interaction, shared experiences and similar personal characteristics (Trice and Beyer, 1993). However, they are framed by utility in that performance of a given set of workforce-related functions prompts members of different occupational subcultures to distinguish themselves from other workers and, more importantly, other clubs.

Figure 2 has been designed to illustrate the cultural dynamics evident in elite professional football club structures. Unlike organisational culture that is set from within, occupational sub-cultures import ideas and practices from other similarly focused enterprises (Sugden, 1987; 2007). But, the occupational subculture of professional football differs in that whilst playing and coaching talent have slightly divergent sub-cultural substance and characteristics they both operate in discrete organisational culture environments. However, this thesis contends that although sub-cultural and organisational culture theoretical framings help explain the functioning of playing and coaching talent in an elite football club, it is their coalescence that helps distinguish it from rival enterprises. This distinctiveness, therefore, enables re-conceptualisation of theoretical parameters. Extending the notion of an achievement culture Boisnier and Chatman (op. cit) advanced earlier it is argued the blend of organisational and occupational subculture influences are catalysed by the coach. Cognisant of organisational demands and historical framings and familiarity with constituent occupational cultures, it is he who establishes, through varying degrees of power and autonomy, a discrete *operational* culture. Hence a degree of incongruence is apparent within this particular cultural context that differentiates between rival clubs despite them sharing the same component occupational subcultures (Roderick, 2006). In essence, those involved in the game at elite level have a dual identity in that they are simultaneously members of an occupational culture *and* an imposed organisational culture that they may or may not contribute to its success via the operational culture the coach sets.

The area where all professional football club culture components overlap can be considered a representation of the discrete *operational* culture that separates particular clubs. In essence, whilst organisational cultures found in football clubs may resemble others, and playing/coaching sub-cultural traits display similar characteristics, it is the

dialectics of its cultural components that actually distinguishes one particular occupational culture from its rivals. The fluctuating balance of power and influence of its component cultural elements can be considered an indicator of how the operational culture functions within a club. Of greater substance is the underpinning, inherent tensions between agency and structure as each cultural form both influences and is influenced by the others to varying degrees.

There is a mystique surrounding the dynamics of the coaching: playing occupational subcultures overlap within professional football club organisational culture. Herein lies the crux of research investigating professional football club culture. The overriding organisational or club culture has, at its core, a particular operational culture that can be modified (willingly or coerced) in such a way as to engage in innovative coach-inspired distinguishing practices. Or, remain diametrically opposed to deviation from „tried and trusted“ methods. Charged with prime responsibility for sustained organisational achievement the coach has to engender and maintain a workable and successful performance-driven culture and, ideally, achievement ethic. Realisation of this aim rests on how he prepares individuals and teams. Each coach has his preferred approaches that may differentiate him from rival coaching talent. Exploration of the challenges non-indigenous coaching talent present to established, tried and trusted protocols and any resistance/receptivity shown by indigenous counterparts is bounded by consideration and analysis of cultural modification agency and – the presence of facilitatory or inhibitive structures.

The structures typically found in elite level football where organisational culture and occupational subcultures intersect and a number of factors interplay<sup>8</sup>, which, when considered alongside employer: employee dynamics, dictate that occupational cultures are part of larger organisational mores. At times they may be independent, interdependent or even contradictory but in order to be successful a symbiotic relationship must be established (Viitanen, 2000). Underpinning success is a leader’s vision and, more importantly, the ability to engender occupational culture commitment to organisational goals (Lok, Westwood and Crawford, 2005). It is here coaches’ impact is most acute and profound since it is they who determine much of

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<sup>8</sup> Figure 2 indicates this central area, arguably the heart of the club, where all agencies coincide.

what happens on practice grounds and in competitive matches. A key argument advanced is that occupational/sub-cultural activity directly influences success or failure at organisational level. In short, ultimate responsibility for organisational success starts and finishes at the coach's door and it is in this „succeed or else“ context that those once hired as the highly capable can be quickly fired as the highly culpable.

#### **7.4 The concept of professional football club *operational* culture**

Perhaps one of the most intriguing aspects of the „beautiful game“ (Taylor, 1998: 17) is that there is no guaranteed way of achieving success. Figure 2 highlighted an overlap between the coaching and playing talent occupational cultures. This key segment is founded on match preparation and performance practices a coach employs to realise sustained achievement an overarching organisational culture may demand. A juxtaposition of these responsibilities, ostensibly synchronised towards winning and its associated financial, prestigious and professional rewards, is illustrated in Figure 3 (page 190). Central to successful organisational performance is a coach's ability to synchronise available playing personnel to his particular ideological visions and preferred methodological approaches.

#### **7.5 The centrality of the coach: sub-cultural practice modification in realising organisational aims through particular operational cultures**

There are two main functions that frame professional football coaches or managers' roles<sup>9</sup>. The first is usually administrative. The relative success and status of the team influences the amount of time spent on associated management activities that include; marketing, media work, supporter liaison, scouting and recruitment and communication with the board of directors. The second, and perhaps the most important, is the day-to-day work with the team where the manager is solely accountable for game preparation and performance (Carter, 2004). This aspect of a manager's work relies heavily on tactical/technical knowledge, communication skills, decision-making and organisational ability.

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<sup>9</sup> The terms are increasingly interchangeable, largely as a result of the game's continued cosmopolitanisation.

Professional football coaching, like any other practice, is the object of ideological struggle between different factions. At stake, inter alia, is the capacity to impose a dominant, legitimate conception of sporting practice that demonstrates its superiority over others. Resonating with Bourdieu's (1990) habitus: field hiatus, particular practices are the outcome of a dialectical relationship between agency and structure whereby mastery of certain practices within a particular field of activity is dependent upon possession of discrete skill sets. Hence, practice can serve to both unify and distinguish practitioners occupying dominant positions in specific fields contained within wider „social“ spaces such as football cultures.

The bedrock of any successful organisational culture is the distinctiveness an inspirational and astute leader has over rivals (Winter, 2003). In football terms different operational approaches to working with available and/or recruited labour both define a coach and his team from opposing coaches and their clubs. Figure 3 (page 191) shows the importance of establishing a particular, productive sub-cultural work ethic within an organisational culture through the modification of practices and player „behaviour“ that enhances the „product“ of sustained successful team performance.

The key, central aspect of a football club's organisational structure is the effectiveness of its coaching and playing occupational sub-cultures. Binding them together as an *operational* culture under a particular organisational cultural umbrella are the establishment and application of particular, signifying practices introduced by a coach. His perspicacity, discerning between a varieties of playing approaches, driven by his playing ideals and philosophy helps form a vision for the club. To realise that vision he must convince others of its virtues.

This requires a committed, talented workforce able to assimilate and apply his particular approaches to player and team preparation. Successful performances or high quality productivity enables the club to benefit from what may become a distinctive product through realisation of its organisational goals.

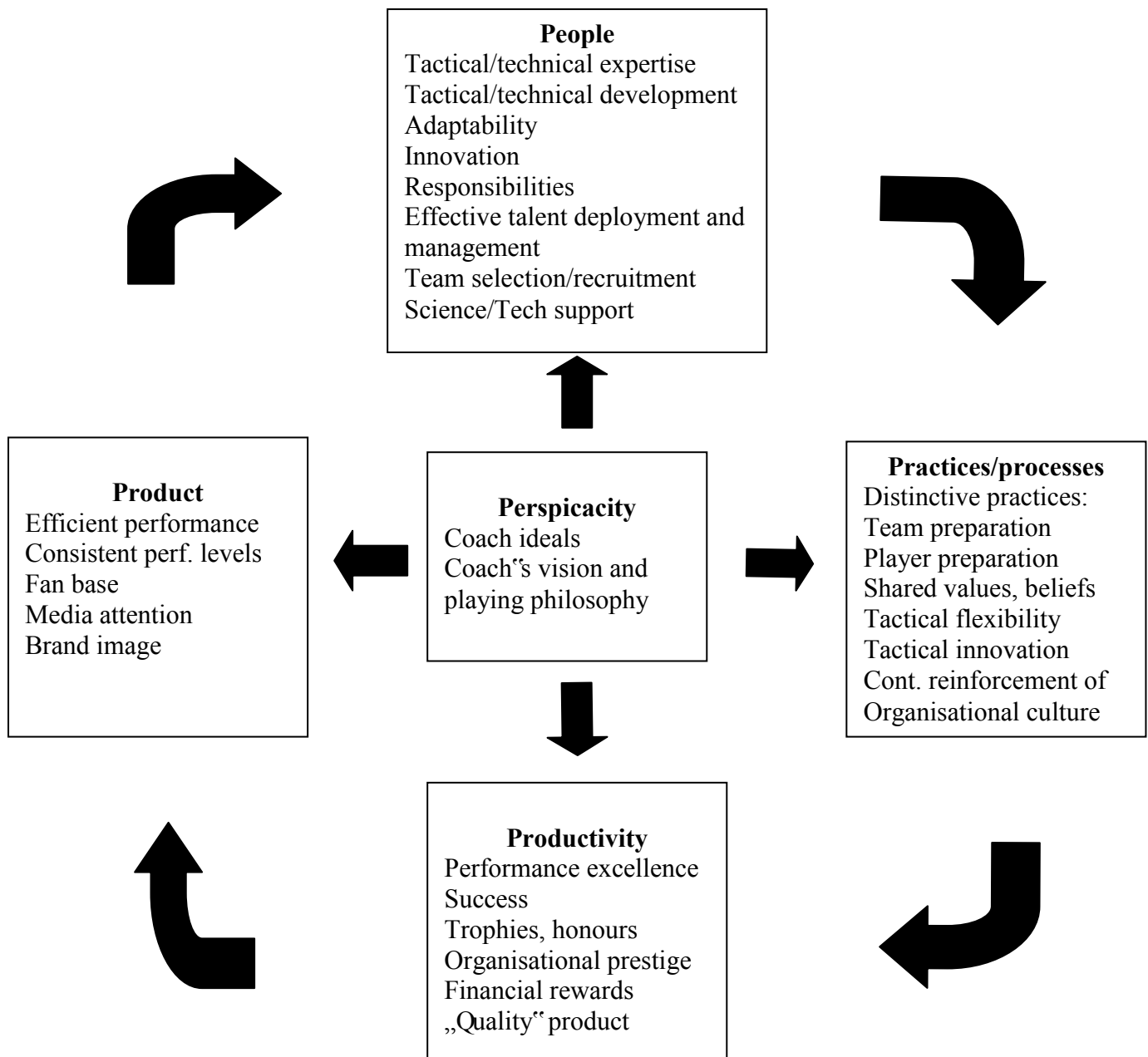


Figure 3: Performance driven organisational/ Football club operational culture

Trice's (1993) analysis of organisations confirms the notion that occupational cultures may share some operational similarities with competing enterprises yet adopt representative linguistic codes, actions, emblems, personnel specifications and practices that signify their distinctiveness. For example out of the media spotlight each club will have its own preferred „way“ of preparing players and team for matches<sup>10</sup>.

<sup>10</sup> See, for example, Keith, (1999); Williams, (2003); Dohren, (2004); and Thompson, (2005) accounts of the „Liverpool Way“: Arsene Wenger's approach according to Fynn and Witcher, (2003); Rees,

Historical antecedents show prominent post-war football managers made profound changes to their clubs when communicating their vision and preferred playing styles. For example Herbert Chapman brought tactical organisation and visionary playing formations to inter-war Arsenal teams boasting a host of international players (Roderick, 2006). Wolverhampton Wanderers, under Stan Cullis's hard line, ultra-strict disciplinarian approach to man management, dominated the game in England whilst making a significant impact upon 1950s European football. Largely because of astute player recruitment policies Bill Shankly's nepotistic „boot room“ management of Liverpool throughout the 1960s, 1970s and 1980s established the club as a leading force in World football (Thompson and Hale, 2004). More recently the supreme confidence Jose Mourinho exudes over his personal capabilities and player's performance levels resonates with the „old big head“ tag once associated with Brian Clough (Clough, 2003). Both men refused to even consider compromising their ideals. Successive Manchester United teams built by Sir Alex Ferguson are reminiscent of Don Revie's Leeds United team of the early seventies that played with a swaggering assurance founded on a tough no-nonsense „mean machine“ attitude in matches coupled with a robust but flowing playing style (Giller, 2004:177).

However a combination of „sanitized“ English FA coaching methods and what appears a ubiquitous player>coach graduation path, arguably established „traditionally“ English approaches to player and team preparation regimens. As noted earlier until the turn of the twenty-first century a form of nostalgic narcissism, arguably still endemic in the game, meant club cultures and coaching methods employed at the time „were to remain familiar custom and practice, things were done that way because that was always how they had always been done“ (Green, 2002: 50). Up to that point it is reasonable to suggest that whilst there had been waning resistance to the concept of coaching some clubs had developed personalised, particular styles of play and continued to function according to tried and trusted training routines impervious to notions of how the game was evolving elsewhere. Successful teams were reluctant to modify proven recipes whilst the less fortunate tinkered with cosmetic rather than radical change. Either way this form of coaching

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(2004); and the disclosures by Lourenco, (2004); Barclay, (2005) and Neto, (2005) relating to Jose Mourinho's work ethic whilst at Chelsea.

inertia can be partly ascribed to the „education“ domestic coaches received before assuming responsibility for first team preparation.

Clearly coaching courses can be one-way conduits for the transmission of what some consider the optimum way of communicating preferred technical and tactical knowledge, skills and understanding. The „long ball“ advocacy of former FA Director of coaching and education Charles Hughes (Hughes, 1987; 1990) is a good example of football cultural modification. His „direct play“ mantra (dubbed the „winning formula“), was borne from Reep and Benjamin’s (1968) empirical notational analyses that indicated most goals resulted from less than three passes. Whilst the data included successful free-kicks, corners and penalties Hughes maintained that by directing the ball into opponent’s defensive areas as quickly and often as possible more goal scoring opportunities would present than from a slower, passing game plan (Larsen, 2001).

The concept polarised late twentieth century football opinion. Some saw this tactical approach as physical, combative and more importantly, robotic and predictable. Preferring a more creative expression of available talent (rather than perceived brute force) in a throwback to classic hybridised „push and run“ and dribbling styles (neither of which feature significantly in direct play), the tactic met with substantial domestic resistance not to mention foreign apathy (Jones, Armour and Potrac, 2003; Wilson, 2008). Leading *Championship* team coach „Gary“ makes an interesting point arguing that:

As a purist...I want my teams to play really attractive football, controlled football. I don’t like direct football. Having said that you always have to work out your game plan according to the players you have got (2. 2a).

Amongst the more cerebral of bright young coaches he recognises football-ideological differences will always exist between practitioners and that any tactical and/or technical problems in matches have to be solved. This directly impacts upon the way teams are set up to play in a particular shape and how its associated technical demands informs player preparation.



Whilst many coaches rejected notions of direct play favouring a passing game, others thought it a simple, effective and distinctive style of play founded on different player/team preparation practices with, importantly, potential for instant success (although it may be argued that such resistance to innovation or change actually reinforced reliance on „traditional“ beliefs rather than an enlightened approach). Accordingly several coaches and their teams embraced the so-called „route one“ style of play (2.24). Most notable were Dave Bassett’s unfashionable Wimbledon and Graham Taylor’s Watford. Of profound concern is that many English coaches were exposed to this aspirational ideology on a range of courses, especially the then FA *Full Badge* (equivalent to current Pro licence) the almost exclusive preserve of the coaching subculture.

To achieve national governing body (NGB) awards coaches are usually taught what and how to coach yet many elite coaches voluntarily attend such courses for their intrinsic rather than extrinsic value hoping any insight gained would prove beneficial for their club’s fortunes. Naturally, any course presents opportunities to share ideas and practices with others but perhaps of greater significance is that rather than receive sanitized information communicated by NGB coaching staff, European coaches are taught to relate non-prescriptive material to their particular club context.

## **7.6 Elite coach education**

Current FA, UEFA and FIFA legislation insists on the acquisition of coaching qualifications on a sliding scale depending on the level of competition. For example, youth academy coaching staff must hold the FA academy licence with *Premier League* managers qualified to UEFA ‘*Pro*’ licence level. Part of a progressive coach development framework recognised throughout Europe, the UEFA *Pro Coaching Licence* aims to improve „the overall skills needed to effectively manage top level players in the twenty-first century“ (Reed, 2004: 2). The award is also a mandatory requirement for coaches working with Champions League teams because of its value in improving „the coaching and managing of elite players“ (Ibid).

Largely influenced by football’s technical and tactical acuties the course content focuses on both season long and shorter-term, game-specific planning ostensibly required for successful team and individual performance. This is complemented by

interpersonal skills enhancement and what is essentially continued professional development. The *Pro-Licence* also alerts coaches to selected principles of sports science support including nutrition, psychology, conditioning and biomechanics that can enhance team and player preparatory practices (Hoare, 2006).

Candidates are expected to attend residential coaching theory and „master class“ practical sessions and engage in videoconferences with supporting distance-learning tasks. In addition they are required to choose and arrange a club visit (home or abroad) to observe best practice (for example „Gary“ chose AC Milan where he studied Fabio Capello’s coaching techniques).

Assessment on the predominantly theoretical course consists of game/match analysis, coaching practice, team talk composition and submission of a logbook charting their work over a season. Candidates are then subjected to a viva and if successful must commit to refresher course attendance every four years. The invitation only course currently costs ten thousand pounds (TheFA.com, accessed 1<sup>st</sup> March, 2011).

For those who wish to manage or function as a head coach the Warwick Business School (WBS) offer a complementary ‘*Certificate in Applied Management*’ (CAM) which identifies and analyses eight aspects perceived to underpin successful organisational performance. Delivered by academics and management consultants the key elements considered are *Marketing*, covering media handling, image management, public speaking and managing stakeholder relationships. *Strategy* explores fluctuating accountability trends in football and real/potential impact on a club’s structure. Identification of the relative strength indicators and warning signs associated with changes in an organisation’s *Financial* stability or continued viability also features. *Information Technology* examines the use of software packages such as the Prozone notational analysis system and Scout 7 player recruitment databases. *Project management*, principally concerned with planning for successful campaigns, is supported by *Operations*, which analyses coaching and performance management. Leadership, working in multi-cultural environments, team-building and affecting organisational change is covered in *Managing people* whilst *Personal effectiveness* enables candidates to manage their own time and stress levels (Bridgewater, 2004).

Delivered over a one-week residential followed by five one-day seminars, candidates' knowledge and understanding is assessed in four written assignments and viva presentations (personal communication, Sue Bridgewater, Assistant Director, WBS, 4/5/2005). Amongst the first to successfully complete both the Pro-licence and CAM were Sammy Lee (Assistant manager – Liverpool), David Moyes (Head coach – Everton), Stuart Pearce (Coach – England) and former Fulham manager Mark Hughes. More recent graduates include Chris Hughton and Sir Alex Ferguson's son Darren. Conspicuous by their absence are older coaching talents. Reminiscent of the „hostile“ antipathy „Alex“ (2.13) felt many early professional players and managers exhibited towards coaching, their apparent ambivalence towards the CAM may be because they feel their experience, established reputation or sustained success in the game does not require further substantiation. Others may simply feel more comfortable in training ground rather than business environments. Nonetheless the course continues to meet recruitment targets.

Although encouraging two of his senior staff to attend the courses „Karl“ remains sceptical over their utility arguing:

They were going on line...having to run fictitious clubs with finances and that but like I said to them you know that's brilliant but when it happens it won't be like that.

Admitting to being „old school“ he maintains scenarios presented in the course are unrealistic paper exercises (2.3) and that hands on experience is all that counts. Whilst confirming the interdependency of occupational and organisational cultures and the importance of establishing an operational culture, achieving both awards appears to enable seamless movement between bootrooms and boardrooms. Whether boards of directors or owners would encourage coaches or managers to comment on their club's finances or marketing strategies (Bolchover and Brady, 2004), in the way Howard Wilkinson communicated personalised organisational visions to his employers when appointed Leeds United manager, is debatable. However, the amalgamated content clearly focuses on helping coaching talent prepare their teams and deal with the wider ranging media and administrative duties the role is increasingly embracing under the aegis of performance driven organisational culture.

Interestingly, despite the synchronisation of coaching awards across European Union states, „Gary“ feels foreign coaches are better prepared for the technical, tactical and managerial demands the role encompasses. Comparing the content delivered on English and Scottish FA awards with those in other European countries he affirms elite level courses abroad „were much more demanding, much more hard work“ (2.2.a). Although unsure of the English FA *Pro-licence* „franchise“ capability to close the gap he feels spending a couple of weeks on prestigious level award courses is inadequate for the production of well-qualified coaches stressing both course length and content differentials make foreign coach education regimes better. He contends that having to

...put in the long hours, they [European coaches] have had to go into all the other aspects of the game, the management skills and knowing more about psychology and physiology makes their coach education superior (Ibid).

When questioned about the grounding foreign coaches receive compared to their English counterparts „Jimmy“ also identified significant discrepancies. As a national association coach he travelled extensively across much of continental Europe observing and teaching on a range of UEFA coaching award courses. Focusing on the „Pro-Licence“ he argues „the course is more advanced in Italy, Germany, Holland and France...than in England or Scotland“ (2.12). Although part of a common coaching framework „the last part of the [Pro] licence qualification is full time, so it“s a rigorous course“ (Ibid).

„Ramon“ brought a fascinating perspective on the merits of the English Pro-licence. After researching his coach education options he decided to follow the Football Association of Wales (FAW) version. His rationale was:

I always loved the method in the Spanish philosophy. I think everyone will agree how Spanish football has a clear idea how they do things... Welsh football is very similar in that respect, and very surprising... very different to other British football you would expect, they are very open-minded and don't impose any thoughts (2.20)

He suggested the English FA coaching course pedagogy was too „strict“ (Ibid) and, tellingly, that coaches had to learn it in a certain way. In contrast the FAW encouraged divergent thinking and that „it opens up like the Spanish FA and how they

do it, and the Dutch FA" (Ibid). His clearly articulated views confirmed the authoritarian approach adopted on many English courses and, more importantly, that continental versions, like the coaches they produce, actually want innovation and creative solutions to problems.

Resonating with observations made by „Alex" (2.13) and earlier discussion concerning the working class roots of the game, White (2009:58) points out what he feels is a major factor in domestic player>coach education. Reinforcing the game"s heritage he maintains „English football is determinedly working class and deeply suspicious of education" adding that dedication to professional career development was often at the expense of schooling (Ibid). In marked contrast, arguably reflecting generally middle class influence on continental football development (Hopkins and Williams, 2001; Goldblatt, 2006), foreign coaches „want to learn, they enjoy learning...this makes for good coaches" („Alex", 2.13). Based on his experience of foreign coaches „Neil" compared them to „sponges" voraciously consuming anything they feel adds to their knowledge and understanding (2.21). These comments resonate with Allen and Hamnett"s (1995: 249) assertions that highly skilled international migrants are likely to emanate from a „middle class culture or an occupational culture which transcends national boundaries" confirming the existence of a mobile elite talent pool.

Apart from a few notable exceptions including Steve Coppell (Manchester United), Steve Heighway (Liverpool), Alan Gowling (Newcastle) and Paul Power (Manchester City) a very small percentage of players turned coaches hold degrees. Spanish coach „Xavier" (2.17) confirmed that „it is not normal to have a degree for the managers or the coaches...you have". In contrast many non-indigenous coaches employed by English clubs have modest playing careers and higher education qualifications. For example Jose Mourinho, Rafael Bentiez, Carlos Queiroz and Sven Goran Eriksson are Physical Education graduates; Arsene Wenger holds an economics degree whilst Gerard Houllier is a highly qualified linguist.

Interestingly, football yearbooks listing clubs and their former managers are littered with high profile players who proved coaching failures. Star performers on the pitch like Bobby Charlton (Preston), John Barnes (Tranmere), Alan Shearer (Newcastle),

Osvaldo Ardilles (Tottenham) and Ruud Gullit (Chelsea) proved far less influential from the dugout (Rollin and Rollin, 2009). This may be because their expectations reflected personal performance levels rather than the (in)ability of their players to meet them. Perhaps their playing experiences left an indelible prejudice towards or against particular tactical formations. Either way it can be reasoned that a modest playing (or principally academic) career may enable greater receptivity where „blank coaching canvases“ are more likely to embrace innovation in an open-minded way.

Although containing similar material there is clearly some disparity in course delivery across national football association courses. Reminiscent of early expatriate coaches, the English way, it seems, transmits information for subsequent replication. In contrast the pedagogy of continental courses relies on information processing and divergent application. „Karl“'s observation that „teams reflect their manager“ (2.3) has some credence when considered from a coach education perspective. As the „route one“ doctrine has shown coaches were coached to simply apply it. Foreign players, like their coaches, are encouraged to develop and apply autonomous problem-solving skills („Xavier“, 2.17).

However it is reasonable to argue regardless of background, class and schooling any differences in the quality and duration of coach education regimes between countries questions the viability of using the qualification as a pre-cursor to employment across the UEFA region. It addition, it would also question whether European clubs hold English Pro-licence holders in the same regard - therein explaining the current English migrant coaching nadir. Irrespective of whether graduating from a high profile playing career or a more modest resume, or even a principally academic background, coaching talent apply their technical and tactical knowledge in particular ways.

### **7.7 Signification and signifying practices – an insider view**

Football is a series of symbolic, socially constructed practices (signifiers) that others receive (signification) and empathetically interpret according to their sub-cultural affiliation and location. Hence a football occupational culture can be considered not just a matter of representation and consciousness but of institutionalised practices and power/knowledge relationships in a performance driven organisational context. Representation, the discursive process by which sub-cultural (and cultural) meaning

can be both generated and modified, refers to the versions of reality people identify with. Earlier discussion highlighted that manifestations of signifying or representative practices include symbols, language and actions that are socially constructed by members of a sub-culture rather than exclusive to individuals. In this sense coaching practitioners can be considered change agents who help shape and transmit sub-cultural meaning through representative practices and the use of particular language that reinforces accepted beliefs and values with which others associate. For example, in their analysis of market-related communication de Burgh-Woodman and Brace-Govan (2008) explore the notion that language is a sub-cultural signifier. They perceive jargon an „instrument of discourse and identification amongst subculture participants“ where terms and phrases in a particular original context have meanings which confirm a sense of belonging to a specific community (Ibid: 93).

Curtin and Gaither (2005: 110) reinforce this notion arguing engagement in such activities and jargonised communication „privileges identity, difference and power.“ Dave Bassett“s zealous application of Charles Hughes“ direct play ideology, introducing the term „pressing“ to his team provides an apposite illustration. The concept (previously regarded as „pressuring“ opponents in coaching parlance) quickly became a buzzword synonymous with an „in your face“, highly robust playing approach designed to intimidate other team“s players. However, in this sense, because other teams found difficulty in overcoming their steamroller style his Wimbledon players exerted power over opponents perceiving themselves different exalting in their „crazy gang“ tag.

Resonating with Bourdieu“s (1998) assertions that particular groups identify themselves and seek ways to emphasise the boundaries of distinctiveness, adoption and practicing of organised systems of work can help affirm their sub-cultural membership. It is possible, then, for members to define their allegiances to both the practices they recognise and the effects of such organised experiences on their way of life. Where coaching talent is concerned this notion relates to how their particular approaches to engendering an operational culture at a club confirm both their sub-cultural status and that of the players.

To give his preparatory practices meaning and forge commitment to the „project“ a coach has to convince players of their utility by integrating them into a prevailing sub-cultural domain. This process – representation – is based on him establishing and constantly reinforcing concepts (Hall, 2003). These may include principles of play and any underpinning ideologies concerning technical demands and tactical arrangements that players identify as being central to a particular occupational culture. An important feature is the policing of practice and match „behaviour“ protocols where players are expected to conform to the manager“s directives and demands especially in the presence of other subset members. In the case of Wimbledon, as with most clubs, new players had to consistently engage in established sub-cultural behaviours and endure humiliating initiations or face ostracism. Much travelled physiotherapist „Mick“ recalled such behaviours at his club advising that „you“ve gotta be able to take some things in your stride...don“t be surprised if there is a white rabbit in your locker in the morning or a dead fish in your briefcase“ (2.26).

The occupational subculture of elite level professional football players and coaches consists of signifying practices that signify members on two levels. Firstly, both confirm their respective, distinguishing status separating them from the rest of society in that their high order knowledge and skills elevate them above others. In addition both subcultures operate in the same activity medium; communicate in jargonised language; and, of greater significance to this study, share agreed organisational goals. Secondly, coaches prepare players and teams to achieve common objectives in their peculiar, distinctive way. This varies according to ideologically informed preparatory practices that may distinguish them from rival talent. Hence when a new coach or manager arrives at a club he is usually charged with responsibility and licence to modify the existing occupational, rather than club/organisational, culture through the establishment of his own ideas. Since they are employed by owners or boards of directors to bring some form of transformation to secure success it is logical to argue they are perceived as change agents because previous regimens were deemed ineffective in need of radical rather than superficial modification.



## 7.8 Summary

The discrete practices a coach may bring to an existing subcultural climate often involves changing the ways in which members represent, exhibit, consume, identify and police the daily activities they engage in as professional talents. The ideological premise on which both occupational subcultures function is largely determined by the coach who, in the agency of imposing his personalised practices, affirms his power and authority within the structural confines imposed by employers. In short, different working practices, inspired by the coach, become cultural experiences where power is exerted by the coach through the constant reinforcement of his often personalised practices (Tomlinson, 1999; Cassidy, Jones and Potrac, 2009; Gordon, 2009). If members see potential value in his methods, which they can identify themselves with, the experience is likely to be productive. On the other hand, should players lose faith in his methods a downward spiral results. Accordingly notions of cultural modification appear more likely to result in positive outcomes if his approaches are accepted and assimilated and, tellingly, consistently successful in practice and match situations. Paradoxically this also reinforces notions of player power.

For Baudrillard (1983: 88) the manifestation of signifying practices „imply social rapport and social power“. Hence once players see the appropriateness of a coach’s methods it is they (i.e. the players) rather than the practices he introduces that determine their success or failure. In doing so the players will simultaneously appear to have accepted a coach’s ways but retain the power to apply them or not. Whilst this sounds an obvious confirmation of the football adage that „a coach is only as good as his players“ (2.15) it, nonetheless, underlines the need for a new coach to successfully articulate his innovative methods to convince, commit and empower playing staff. Hence to win hearts and minds a foreign coach must overcome „traditionalist“ structures.

## **Chapter 8**

### **Findings 3: Structures and organisation**

## **Structures and organisation**

Attempting to change a club's fortunes often necessitates the establishment of a symbiotic operational culture. The coach as an agent of change directly influences team performance by dictating what happens on the field of play. In contrast the structural framework he operates within is usually the product of an established, hierarchical organisational culture although the dynamics of power can vary between clubs. The decision clubs or their owners have to make is whether to facilitate free expression of distinctive practices by conceding degrees of authority and control over team-related affairs in order to realise potential success.

### **8.1 The influence of foreign coaching talent on professional football occupational culture: English tried and trusted versus non-indigenous innovation**

The key to establishing a particular coach's preferred approaches lies in his ability to supplant the practices a club and its players were previously accustomed to. This obviously requires owners to relinquish sufficient decision-making power for non-indigenous coaches to affect cultural modification. Amongst the first concessions is allowing a new coach the freedom to appoint his support staff.

Exploration of *Premier League* club coaching staff appointments reveals the existence of a football „freemasonry“ where „jobs for the boys“ are provided often regardless of coaching ability or suitability for the post. New European governing body requirements for status related awards have gone some way in negating this tendency but the data reveals nepotistic appointment conventions (Table N). Arguably borne from „chauvinism“ („Alex“, 2.13), masculinised behaviours prizing collectiveness or because of established successful working partnerships, it is logical to contend that once elevated to positions of power a coach often employs those he once shared such experiences with or trusts (Parker, 2001).

Having managed in both the *Premier League* and several other European leagues „Hamish“ sees the installation of trusted lieutenants as important. He valorises the importance of getting

...your message across as you want it put [and since] the shit is going to hit the fan sometime...you've got to make sure that the people with you are firmly behind you (2.6).

Drawing parallels with Davies (2001) gonzo-style study of Tottenham Hotspur where recruitment of trusted allies was high on the manager's „to do“ list, experienced *Premier League* and international coach „Karl“ argued „the first thing you do is surround yourself with people you know you can work with“ (2.3).

Examination of coaching talent mobility patterns shows the tendency for key personnel to accompany them is clearly evident in domestic appointments. However, analysis of *Premier League* staff lists (season 2009-2010) indicates it is more pronounced amongst foreign coaches (Table N). Shared native tongue is an obvious consideration. But, it is reasonable to advance the notion that given the desirability of immediate success the transplantation of preferred working practices into a different sub-cultural or geographical environment is likely to be more effective and expeditious if implemented by an established management structure. Former Everton and Manchester United physiotherapist Jim McGregor affirms that:

Managers like to feel secure. This is why, increasingly these days, the new manager brings in his own team. Even the medical man is at risk. That used to be unheard of – he was part of the bricks and mortar. But when a new manager comes in now, the entire backroom staff shake in their shoes (cited in Bolchover and Brady, 2004: 173).

In common with native counterparts foreign coaching talent appear to maintain trust in faithful allies often importing assistants and first team coaches. However, their list of support staff appears more expansive including development and academy coaches, goalkeeping specialists, conditioning experts, chief scouts, first team coaches and assistant managers (Table N). For example although Spaniard Rafael Benitez's Liverpool staff included two indigenous coaches and one Argentinean, nine others were compatriots. Although less extensive a nationality trend is clearly evident in all clubs with foreign coaches (Roberto Martinez has appointed three Spanish coaches at Wigan Athletic whilst Roberto Mancini's staff at Manchester city contains four fellow Italians). Interestingly Table N shows that although bringing key lieutenants the *Premier League's* foreign coaching legion without exception (including the national

team) also appoints „native“ coaching staff to work at first team level. This may be to appease owners or fans but it is more likely to be a strategic decision enabling local, insider knowledge of opposing teams and players and of a particular football culture. Although staffing inventories appear principally concerned with managing and developing players“ technical and tactical competences, reflecting their „education“, foreign coaches also synchronise the bigger picture of player recruitment and ancillary staff support to optimise team performance. Analysis of primary data reinforces these corollaries indicating three themes on which to base exploration of the influence of non-indigenous coaching talent on occupational subcultures and practice within professional football in England. They are:

- Player and team preparatory practices
- Player recruitment
- Support systems

## **8.2 Player and team preparatory practices**

For „Ramon“, „traditional“ professional club cultures are founded on the „work hard, party hard“ doctrine discussed earlier (2.20). Accordingly, many of the behaviours exhibited and normalised in this overtly masculine „grassface“ working environment were often encouraged by coaches to keep players confident, committed and happy. Daily practice sessions typically consisted of a fun based warm up, some functional work to address any tactical deficiencies exposed in the previous game and/or to prepare for the next. Small-sided games, crossing and finishing drills, a few short sprints and a gentle warm down usually completed a day“s session. Although each club had their own peculiarities placing varying degrees of emphasis on some aspects (see „Adam“, 2.1; „Steve“, 2.4; „Hamish“, 2.6 and „Rob“, 2.9) it is reasonable to offer this format as largely consistent amongst elite English clubs prior to the arrival of non-indigenous coaches. Irrespective of their genesis, nature or emphasis preparatory practices have to be geared towards success. However winning games often gravitates to what may be marginal technical competency differentials between attacking and defending players.

### 8.2.1 Technical

It is clear that sports science and coaching pedagogy principles garnered second hand from a steadily increasing influx of non-indigenous playing and coaching talent began to impact upon team preparation in the second half of the twentieth century (Reilly and Williams, 2005; Carter, 2010). Despite radical differences in the preparatory methods employed by early foreign coaches working in and beyond their birth nations, many English managers largely continued to practice established, esoteric protocols. Although some differentiated themselves the established occupational culture was essentially self-perpetuating arguably exacerbated by „indifference to scientific research, innovation and scrutiny“ (Potrac, Jones and Cushion, 2007: 34).

There may also be an element of an intangible, never admitted factor rife amongst football’s fraternity - superstition („Brian“, 2.14) where different ideas or practices if not immediately successful are perceived as jinxed and summarily discarded. Many coaches and players for example having performed well in a game will replicate their pre-match meal, warm up routine, being last out of the tunnel – anything they felt contributed to that performance. Clearly irrational, superstitions can be considered temporal and highly personal but also typical of occupational sub-culture behaviour since their placebo effect can foster self-belief and confidence. Tradition, on the other hand, although often containing a superstition element usually emanates from prolonged, successful time-honoured practices cascaded to other members. The traditional coaching cultural environment many English clubs relied upon can be considered largely ad hoc and reactive with little in the way of periodised, tapered schedules of conditioning, technical or tactical work. Much of the practices adopted by English coaches in late twentieth century domestic football tended to reinforce rather than develop existing levels of technical proficiency or tactical awareness. There was often an assumption that these aspects were grounded in players’ formative years and only required maintaining once professional status had been conferred.

During his time as a Liverpool player „Hamish“ (2.6) maintained „there was no input in coaching terms...it was about their [coaching staff] knowledge coming into play, the judgement of the players they brought in“ to make decisions on the field. In one sense this approach represents a more enlightened regime that encouraged players to

*react* to conditions on the pitch rather than *act* upon explicit instructions from the dug out. It is also reasonable to argue one of the strengths of this occupational culture was the recruitment and assimilation of quality players. In doing so any inadequacies in coaches' personal coaching repertoires were effectively disguised. This Liverpool „way“ was clearly manifested in Jan Molby's arrival at the club. Attuned to the customary detailed technical and tactical preparation at his former club Ajax, Molby had to ask coach Joe Fagan what he expected of him during the match. Although Molby was referring to set play and tactical responsibilities Fagan's retort was that he signed him because he was a good player and to „just go and play“ („Alex“, 2.13). Team and player preparation methods employed by domestic coaches slowly began to embrace some support mechanisms and innovative technical practices. However, the perception remained amongst players they were routine, unimaginative, repetitive and prosaic resonating with criticisms of the early „trainers“ working in fledgling professional clubs reviewed earlier.

The English approach of including little technical development in practice situations contrasts sharply with the *Bundesliga* experiences of „Karl“. Describing a typical day that consistently included skill enhancement sessions he feels German players were not only technically superior to English but they also had greater professional dedication towards improvement. Arriving hours rather than minutes before practice they would warm up in unsupervised groups immersing themselves in a variety of passing and movement routines to sharpen technique. For example, prior to a European Cup Winners cup match at Everton, Bayern Munich used the hosts Bellefield training centre. The researcher watched in fascination how the German players initiated a series of 5 attackers against 2 defenders drills whilst the coach walked around the complex. Completely bereft of any coaching input the players work tempo and technical levels were extremely high practicing with total commitment for over an hour fully aware the coach wasn't even watching them. Given the English professional club cultural penchant for what „Neil“ (2.21) considered „juvenile“ behaviour he feels it unlikely indigenous players would have maintained similar high concentration levels that foreign coaches expect.

Striker Tony Cascarino (2005: 5) admits „players didn't take training very seriously at Chelsea“ recalling how they were able to persuade manager Ian Porterfield to

postpone conditioning work in favour of „five-a-side games, as usual,, (Ibid). Midfield player „Adam“ also recalled his experience of prosaic training always following predictable patterns consisting of

...short stuff, five a sides – it was routine. You knew what you were doing, routine never differed really (2.1).

He adds a staid mentality existed whereby the coaching staff „had been there long enough to realise that if its not broken, don’t fix it“ (Ibid). In this case an almost blasé attitude was founded on the club’s policy of signing the best players and long history of successful league and cup campaigns breeding a smug complacency able to resist change (2. 4).

Experienced first hand by „Karl“ a key difference between domestic and foreign technical practices was their consistently obvious relation to game situations. Hamburg coach, Branco Zebec (Croatia), „had this tremendous ability to bring all the things he wanted to work on a Saturday, he brought into training...he had this wonderful knowledge of how to do that which I have never fathomed“ (2.3). On a surface level this observation appears refreshing confirming the need to educate players how to apply technique in game situations. However, given „Karl“ had coached national and *Premier League* teams it is somewhat disconcerting how someone operating in an elite occupational culture had no idea how to link practice to match situations.

The concept of connectedness, where situations likely to arise in a game form the basis of preparatory programmes, is patently obvious yet what is tantamount to blind faith in tradition clearly illustrates English dogmatic belief in tried and trusted methods suspicious of anything not already practiced. Yet former Liverpool player turned coach „Les“, fully accustomed to the routine „Adam“ (op. cit.) described, considers tradition outmoded:

Doing the same things every single day...the game has moved on...its no good doing the same things [in training] all the time (2.16).

This seismic shift away from the tried and trusted approaches that helped bring success to the club during the 1970s and 1980s was affected through the influence of



a foreign coach. He adds that foreign coach „Didier“ insisted on „connectedness ...connecting the training to matches...wanting players to train as you would play“ (Ibid.). Interestingly when managing a *Premier League* club „Karl“ was openly criticised by players for being old fashioned. Dressing room unrest began when it was revealed he often referred to a former manager’s hand written notebook for guidance and inspiration for practice sessions. Concerned over their fitness and lack of match success they argued his training methods „were out of date and that a more modern approach to the game was required“ (Allsop, 2005: 9). This confirms earlier discussion suggesting as players’ anxiety levels increase their commitment to the manager’s cause diminishes.

As development coach „Dai“ was directly involved in fringe and first team player preparation at a *Premier League* club noticing „everyday would be at least twenty minutes [spent] on technique“ (2.14). This was followed by a period of „functional“, position related play where players were taught their discrete roles and responsibilities within particular tactical arrangements. He stressed the French coach always knew exactly how long each needed to last and what material should be communicated demanding that his „players train at match pace,,(Ibid). Although there are some similarities between native and foreign coaching practice as each regularly employ the use of small-sided games (SSG) for example, a fundamental difference in how they are used is clearly evident. Referring to players’ initial reaction to Arsene Wenger’s first training session Seaman (2000) witnessed not only a show of the Frenchman’s authority but also his intention of working to carefully planned programmes. When asked by established international defender and club captain Tony Adams to play until a winner emerged Wenger blew his whistle exactly on the planned seven minutes and moved on to the next practice situation. Later explaining his sessions aimed at developing technique, strategic awareness and optimum conditioning and to do that players had to keep focused. By moving between short, sharp sessions he maintained attention levels remained high as each presented a different theme or problem for players to solve (2.14).

Although originally employed to work alongside an incumbent indigenous coach (a partnership recognised within the game as doomed from the outset), having assumed principal responsibility foreign coach „Didier“ needed to impress both his own

methods and authority on „the bad apples“ – the media-inspired brash, flash „spice boys“. When questioned about management of the bad press the club received „Les“ approved of the „ruthless“ approach „Didier“ adopted to changing an established occupational ethos. This necessitated getting „rid of some players...who were rooted in that culture“ (2.16). In moving his club „from the front pages to the back pages“ (Ibid) newly appointed foreign coach „Didier“ had challenged the problematic players he inherited asking them „to prove to us they were more professional, the attitude in training“ (2.5). Underlining his primacy in leading occupational culture modification he felt the need to „influence the club, the life of the club, the atmosphere“ (Ibid). By asserting authority the likelihood his particular approaches to team and player performances being accepted was increased. This mind set supports the centrality of a coach in establishing a positive, high performance operational culture illustrated in figures 2 and 3. It also strengthens earlier discussion surrounding the reliance on occupational cultural practices in realising organisational aims through an effective operational culture.

„Rob“ provided an interesting comparison of coaches“ professional expectations highlighting contrasting inclusive/exclusive ways in which coaching was conducted at two of his former clubs. His memories of training with Czech coach Josef Venglos at Glasgow Celtic were generally very positive recalling that:

He was just so advanced of everyone in England, you know coming from Europe...it was [an] unbelievable eye-opener (2.9).

Both Venglos and his successor Wim Jansen engaged players in the novelty of their practices but more importantly both „talked and listened to players“ (Ibid). His use of the phrase „you know, coming from Europe“ is interesting suggesting an expectancy that different coaching methods would be introduced.

In sharp contrast his *Premier League* club experiences were much less positive where „lots of the sessions [a Scottish coach] put on...you know...players I felt were going a bit brain dead with them“. On one occasion when players became overtly disinterested during a „very, very basic session“ (Ibid), the coach sent the whole first team squad home telling them to return next day with a better attitude. Completely disregarding

established coaching pedagogy principles emphasising the use of praise and inclusion (Potrac, Jones and Cushion, 2007) the indigenous coach apparently thought his sessions were sound ascribing failure to players' inability to perform correctly. „Rob“ felt some of the coach's sessions were so bad he later admitted getting to the point where „I didn't want to train“ (2.9). Enhancing Tomlinson's (1999) account of hegemonic control structures within football cultures the coach's „when I am wrong, I am still right“ reaction reflects the subservient acceptance of practices coaches expect. This perspective supports those expressed by Kelly and Waddington (2006) who argued many indigenous managers feel their role traditionally affords such power.

A highly visible incarnation of occupational change affected by foreign coaches is the „rotation“ of players. Precedents set by highly successful teams where few personnel modifications helped ensure performance consistency fostered an English penchant for „settled sides“ and dogma warning of sustaining winning team selections unless forced dominated domestic coaching thought. Free from such tradition non-indigenous coaches actually favour the tactical deployment of available playing talent according to the demands of game plans. The premise is that specific players best suited to the tactical arrangements a coach considers appropriate for a particular game periodically replace others. The „horses for courses“ system also allows some players to be „rested“ at strategically important points in the season keeping them fresh for vital games (Williams and Llopis, 2007). When former Chelsea coach Claudio Ranieri deviated from this English convention the disparaging nickname the „Tinkerman“ (Harris, 2004), implying meddling rather than strategic acumen, became an unwanted moniker.

However, the concept of rotation has its roots in the way transfers were conducted between European clubs (see later discussion). Owners and club presidents principally view the acquisition of star players as a means of boosting their popularity (especially around re-election time). Perceived as assets, players are expected to enhance the clubs competitive achievements and the primary role of coaches is to optimise the performance of players at their disposal. Because a coach may not be aware of new signings or their playing positions he must possess the ability to make accurate technical assessments and, more importantly, a thorough working knowledge of a range of playing formations.

### 8.2.2 Tactical

A central component of any winning team is the technical quality of its players hence the need to include elements of preparation, enhancing players' technical repertoires and proficiency levels. However, the strategic deployment of available talent to „outmanoeuvre“ an opposing team's tactical formation remains the principal focus of most coaches operating in elite professional football („Gary“, 2.2a). Having played and coached in Italy's *Serie A* league „Hamish“ maintains the prime aim is not to concede the first goal. Based on his domestic and foreign experiences he surmises:

There are two ways to play football. You can go and have a go and try to win the game, or you can sit back and try to bring the other team on to you and play counter-attacking from the start (2.6).

Accordingly, much emphasis is placed on how a coach thinks the game should be played which, in turn, influences his preferred playing system. This involves optimisation of players' technical competences through effective tactical deployment.

„Ramon“ feels it is this aspect of English football that has been most profoundly influenced by foreign coaches. He contends that:

From a tactical point of view the *Premier League* has changed massively. When I arrived [initially as a player] in '95, it doesn't matter if you play home or away, it doesn't matter if you play in the first minute or the last, everything is the same (2.20).

For him, this incessant high tempo playing style contrasts sharply with continental approaches where by keeping the ball through accurate control and passing skills „teams can control the moments of the game“ (Ibid). He was alluding to the fact that possession decides who can score but, interestingly, how it dictates the tempo of the game. Moreover „Ramon“ (Ibid) was unequivocal in identifying the source of this „cultural“ modification of playing style and associated tactical variation arguing:

I think this [greater] tactical awareness has come from Rafael Benitez to Arsene Wenger to Alex Ferguson [via Carlos Quieroz].

To the more astute supporter variations of playing formations are apparent especially when they contrast in a particular match. Analysis of *Premier League* fixtures on 5<sup>th</sup>

May 2008 reinforces Toshack's (2007) observations concerning prosaic English tactical preferences. Of the twenty teams twelve played 4-4-2, two were arranged in a 4-3-3 with the other six one using 4-5-1, 4-1-3-2, 4-1-4-1 or 4-4-1-1 (source: *Guardian Sport*, 6<sup>th</sup> May, 2008). Interestingly, every team playing a 4-4-2 had an indigenous coach. The anomaly was Arsenal. However, Wenger's formation differed slightly in that whilst the defensive bank of four stayed relatively stable, the midfield quartet were very fluid. A central player holding station allowed another to break forward and exploit space created by two strikers who played apart rather than as a joint attack force. For example Thierry Henry liked to occupy wide left positions with Dennis Bergkamp dropping deeper into the „hole“ thereby enabling Alexandr Hleb, Cesc Fabregas or Tomas Rosicky to make penetrating runs from midfield.

Significantly, of the eight teams employing tactical arrangements other than 4-4-2 four had foreign coaches (Chelsea, Liverpool, Spurs and Manchester City), another had a foreign first team coach whilst Roy Hodgson, who has extensive continental experience, coached Blackburn. Hence it is logical to argue the existence of different tactical preferences between native and non-indigenous coaching talent.

A number of coaches have employed unswerving, signature tactical arrangements, even recruiting players to fit their system. Brian Clough's Derby County and Nottingham Forest played in a similar counter-attacking style successfully employed by German coach Joachim Loew in the 2010 World cup. Loosely based on a 4-4-2 set up, the back four and midfield quartet would drop deep drawing opponents into their defensive half. Proving difficult to play through, when possession was regained quick midfield players surged forward supporting an early pass to a central striking pair able to hold the ball.

Regardless of personnel Arsene Wenger's teams play quick attacking football relying on rapid passing interchanges in and around the opposition penalty area where they „probe, probe, probe, explode“ („Gary“, 2.2a). Like his predecessor George Graham he has consistently employed a 4-4-2 formation but like great coaches can identify the point when player or tactical change was needed (Wilson, 2008). More importantly Wenger had the courage and conviction to evolve showing clarity of tactical vision

adapting formations according to available playing talent and the game's development.

In many English clubs the transmission of a preferred playing formation was almost exclusively conducted during pre-season, helping recovery between cardio-vascular speed/endurance conditioning work. The coach would walk players through the roles and responsibilities he expected according to field position. Once the shape was established a full 11v11 match enabled the finer points of player positioning in a number of contingencies to emerge. For example if during the game a full back were consistently caught in possession the game would be frozen. Satisfied his control and passing technique were sound the coach would then position other defenders, midfield players and strikers. This often involved physically showing where on the pitch they should be when the full back is in possession, building up a domino-like sequence of events aimed at providing team mates with contingent passing options. The process would be repeated as other positional problems arose. Over the course of the season this may be revisited if tactical deficiencies were exposed in games. Based on scouting reports some thought was afforded to impending opponents but the main concern commonly gravitated to nullifying threats from particularly dangerous players or set pieces and how to exploit perceived weaknesses. Resonating with Baudrillard's (1983) notions of social power the coach held almost dictatorial power encouraging little, if any, player input in designing game plans yet he relied upon them to autonomously operationalise his strategies.

Acknowledging „all managers have their „own way of going about things“ (2.23) „Ron's“ practice when working in a range of European leagues relied on personalised preparatory preferences which have a distinctly „English“ heritage. His training schedule whereby „during the week we keep players ticking over...we look at their set up and see where we can hurt them without them hurting us“ (Ibid) can be considered archetypal of English occupational cultural practice. Although apparently aware of his opponents' formation and the relative threats and exploitation opportunities it presents, he focuses on individual effectiveness at the expense of the bigger tactical picture. He reasoned that „we need to think about the opposition without worrying too much. Keep to our strengths“ (Ibid). Reflecting what may be considered an almost cavalier-like complacency expressed earlier by other English coaches he has

nonetheless simply transplanted practices acculturated during his formative coaching career to a different football culture.

Reinforcing this typically English approach „Rob“ revealed that in each of his clubs the few days following a match were recovery based with what amounted to corrective tactical fine-tuning if the team had lost. „From Wednesday onwards it was geared towards the [next] game“ (2.9). Although appearing pro- rather than reactive he adds that whilst the coach outlined his analysis of how the opposition played in their last game he focused „more on what we were gonna do as a team...“, advising players „...not to worry too much about the other team“ (Ibid). Again, great faith was apparently placed on the coach’s tactical preferences and how players executed his game plan. Any modification within games was in response to a particular player’s perceived inability to deal with an opponent or situation (rather than credit the opposing player’s ability), which was usually remedied by replacing him. In contrast, resonating with „total“ football associated with twentieth century Dutch club and national teams, where players regularly experienced a range of different positions and formations in training (Winner 2000; Goldblatt, 2006; Wilson, 2008), contemporary continental coaches favour similarly adaptable tactical arrangements. This necessitates preparing players to function effectively regardless of field location. For example if a crisis situation requires switching from an adventurous 3-5-1-1 to a more conservative 5-4-1 because players are accustomed to both set-ups they can move seamlessly between the two very different tactical emphases.

Finding the tactical challenges posed by other national teams (often signifying formations) tactical preferences problematic, former England national coach „Karl“ asked the FA to arrange subsequent friendly games against leading national teams. „If you look back at the friendly games I chose [Brazil, Argentina, Georgia and France]...I mean if we are not good enough to beat those teams we need to know“ (2.3). Despite an illustrious playing career, he at least acknowledged and attempted to solve his tactical naivety. Reinforcing earlier discussion regarding the scepticism shown by professionals to the concept of tactical fluency this candid admission was as alarming as it was refreshing. His testimony provided clear evidence that the FA’s head coach, a former professional with top level domestic and continental playing experience and, tellingly, a product of its own coach education programme, was

under-prepared for the role. The data suggests a more robust coach education policy makes this inconceivable in most European countries arguably strengthening a rationale for English clubs and even the national team to appoint non-indigenous coaches.

Having worked under two foreign coaches in the SPL „Rob“ felt the experience contrasted sharply with that at his *Premier League* club. Acknowledging their match-centred preparation and tactical acumen in „setting out game plans“ to beat a particular team helped his own tactical appreciation (2. 9), he considered his Dutch coach „a little fox“ (Ibid). He revealed each game strategy was astutely focused on nullifying a team“s strengths simultaneously exploiting weakness. This schism was highlighted by „Neil“ who recalled how a Dutch coach he assisted was able to name his opponent and predict his tactical formation stating: „I am playing [Croatian] Boro Milosevic next week and he will play a 4-4-2“ (cited in 2.21) before going on to outline his opponent“s strategy. He added that European coaches in particular consider the game in a chess-like way attempting to predict, counter and exploit a range of tactical nuances. Having established functional familiarity with a range of attacking and defensive formations amongst his players, preparatory practice consisted of rehearsing the tactical arrangements felt necessary to win the game. Foreign coaching talent appears to place so much emphasis on out-maneuvring competing coaches they often consider matches between their respective teams as personal tactical contests. As a consequence top-level continental coaches often prepare their teams so well they negate each other“s threats (Burt, 2005).

Former Scotland coach „Jimmy“ compares the tactical rigidity of arguably English football“s most successful manager with the pro-activity of his Italian counterparts claiming when

...Alex Ferguson sends out his 4-4-2 [he] never changes it...but the Italian coach will send out a 4-4-2 and if its not working or the other coach nullifies it he will change (2.12).

He added that as with chess any responses to counteract adjustment prompts further change. Hence foreign coaches consider matches as much an examination of their technical understanding and tactical acumen as their players“ ability to demonstrate



their effectiveness operating in a range of formations. Although primary evidence confirms tactical planning amongst English coaches, the indigenous tendency largely remains one of assured self-belief in preferred prosaic playing configurations.

In contrast, experienced England striker „Steve“ recounts less than favourable experiences of foreign tactical preferences at a *Premier League* club maintaining the coach employed „negative team formations“ (2.4) relying on retreating defence to „soak up the pressure“ (Ibid) and a counter-attacking ploy hoping to score goals. It is logical to posit that although most strikers would identify their primary, usually intrinsically motivated, function as goal scorer, his assertion echoes the views expressed by „Karl“ (2.3) valuing attack as a superior form of defence. Yet, both are reinforcing the naïve perception advanced by many English coaches to their players that it is the prerogative of opposing teams to worry about tactics - not theirs. Echoing the mindset of the 1953 English team administration and players, this is really a manifestation of embedded tactical insecurity rather than confidence, as constructive or contingency planning requires superior tactical knowledge.

Alluding to an endemic arrogant mindset „Alex“ reinforced the point suggesting:

There are things the... game could learn from the continental game... the English game was locked into a way of thinking, organising and presenting itself... which was having a detrimental effect (2.13).

Having spent most of his coaching career at some of Europe's most prestigious clubs (Real Madrid, Sporting Lisbon, Besiktas and St. Etienne), former Wales coach John Toshack (2007: 85) argues English football is not favourably received on the continent. He claims:

People abroad, I assure you, haven't got a high opinion of our game... we play 4-4-2, straight lines and we think that's it. It's land of hope and glory and the Bulldog spirit.

He adds that indigenous reaction to foreign coaches claiming suppression of homegrown talent is more than ironic since mobility is not one-way. „Why don't we go over there to the Bayern Munichs, the Barcelonas or the Real Madrids and come back as better coaches? Maybe they don't rate us that highly.“

Although considering English coaching „OK“, „Xavier“ (2.19) questioned the ability of those working with youth and developing players. He reasoned more time should be spent encouraging divergent thinking to enhance players“ ability to identify and solve problems they see at pitch level. He adds that like their players English coaches rely too heavily on the physical side of the game lacking the mentality or intelligence to adapt game plans or strategic approaches. Citing an example of how this can manifest itself at *Premier League* level he recalled watching a game at Goodison Park between Everton and Arsenal where the home team played a rigid 4-4-2 leaving 4 versus 4 in midfield which Arsenal“s technically superior players exploited in a 4-0 win. He felt the situation could have been averted had the Everton coach modified the playing formation to a 3-5-2 which would have provided a numerical advantage in defence and, more urgently, in midfield. Although prime responsibility lay with the coach „Xavier“ argues players should be educated to solve such problems themselves. He confidently claimed that, due to the superior technical ability and tactical intelligence of players at his previous *La Liga* club, if able to transplant them to English football he could win the *Premier League* title „no problem“ (2.19).

Using first person narrative „Didier“ adopted an equally egocentric standpoint remarking „my game is based on movement, interchange and...always allow[ing] the individual brilliance“ (2.5). This has obvious signification implications since a quick, inventive style of play requires particular forms of team and player preparation. Given his playing ideology, this would distinguish him from his English contemporaries. Working alongside the French coach „Les“ totally rejected concerns the presence of foreign talent has added cosmetic rather than fundamental change to match preparation. For him, the key differential is attention to detail. „That“s one of the biggest things he“s taught me ...never disregard the smaller details“, they influence the bigger issues (2.16).

Having played for several of Britain“s most successful managers including Bill Shankly and Sir Bobby Robson, „Karl“ recalled training at a *Bundesliga* club „was totally different...an eye-opener for me“ (2.3). He adds that the simplest yet most profoundly logical difference for him was not only the technical and tactical content but also the timing of practice sessions. If an impending game was to kick off at 3pm training for the preceding days began at that time. This is diametrically opposed to the

English „routine of training at 10:30, finish about 12/12:30, have a bite to eat, go home and pick the kids up...it's like a comfort zone“ (Ibid). Dissonance lies in the structured rather than ad hoc nature of daily programmes and consideration of contingency planning. For example training was extended by a further thirty minutes prior to knock out competition matches allowing for the possibility of extra time being played. Amongst other contingencies, England coach Fabio Capello insisted on penalty practices at the end of every training session in the 2010 World cup. From an insider perspective these actions are hardly distinctive or innovative since astute coaches would prepare their teams in similar fashion. But, it is indicative of the range of detailed, contingent-related planning and practices that can separate foreign from domestic coaching talent preparatory practice.

The greater tactical acuity of non-indigenous coaching is further demonstrated in the common practice of „predictive“ preparation where a range of likely scenarios is practiced. For example, it is almost inevitable players will be sent off during a season affecting the personnel balance of teams. Most foreign coaches practice a number of tactical adjustments in preparation for such eventualities. „Neil“ provided a copy of such planning devised by a Brazilian coach. The contingencies included: playing with and against ten men, losing players from particular positions such as goalkeeper or central defender, exploiting others forced to play different roles and how, contentiously, to pressure a referee in sending off an opponent to redress the balance (2.21). Regardless of contradictory definitions of playing etiquette, considered „dever“ play by non-indigenous coaches, this is common practice amongst foreign coaches whilst the English mindset perceives this as cheating.

Outlining a weekly schedule or „menu“ devised by his foreign manager, where all work „is done in relation to Saturday“ (day zero), „Les“ alluded to the application of coaching and sports science „tapering“ principles nominally delivered on European coach education programmes (2.16). In this distinctive practice the aim is to peak players for „day zero“ or match day and plan technical and tactical work around gradually decreasing intensity conditioning regimens over a five-day period. Counting back from day zero „we will use the Tuesday as our hard days training session, it depends on what time of season how hard it is. Wednesday will be a bit more low key and the Thursday will be more possession“ (Ibid). In practice weekly menus are

displayed in training centre dressing rooms allowing players to organise their daily and corporate lives around the practice schedule. „Les“ revealed the detailed content and preparation themes, interestingly not shared with players until they gather prior to training so as not to prompt pre-conceived ideas or poor personal preparation, are planned according to this weekly time frame (2.16). Although some foreign coaches periodise training over two-week time frames („Dai“, 2.14) the same principles apply.

„Ramon“ underlined the differences in levels of considerate planning revealing that he always plans „two or three options depending on the mood of the players on the pitch“ (2.20). Even though he was referring to a session in the week following a 9-1 defeat where players would, naturally, lack self worth, this depth of contingency planning would not be regarded as „normal“ practice by most domestic coaches.

Having coached at international and *Premier League* club level „Dave“ found the foreign coaches he worked alongside also paid „phenomenal“ attention to detail in preparing training sessions and the tactical deployment of players in matches (2.8). Comparing the detailed, proactive methodology adopted by non-indigenous coaching talent with the typically reactive approach native counterparts use, he thinks „the biggest change...is that there is a structure to every session, whereas maybe before it was a little haphazard“ (Ibid). He feels by

...having a structure for each and every session, it integrates itself into a structure for each and every week, which builds up into structures for each and every month and the season pans out (Ibid).

Becoming a more pronounced feature in the contemporary game as obvious as periodised preparatory schedules may be to the layman, it is representative of radically different foreign approaches compared to the customary practice of indigenous coaches who rarely plan beyond the next game.

The data indicates foreign coaches prepare for a more fluid playing approach communicated in a structured way. There is, however, a major difference in the relative dynamics of tactical decision-making. Increasingly mobile elite level coach „Xavier“'s „initial assessment of top-tier English football was fascinating. He revealed that even *La Liga* clubs“ youth teams in his native Spain play a wider range of

systems more effectively than English *Premier League* players. He ascribed this to the higher quality technical and tactical coaching they receive in both their formative years and developing careers. For „Alex“ this perception underlines the importance many non-indigenous coaches place on „holistic“ player development (2.13) that includes enhancing both technical ability and the capacity to understand and independently apply a number of tactical strategies. Alex“ acknowledged this practice as both laudable and distinctive and, significantly, in sharp contrast to the narrower technical and tactical foci of „traditional“ English approaches.

On arrival at a *Premier League* club „Xavier“, understandably, assessed existing playing strengths and where personnel adjustment was required. However, for him, a key priority was affecting players“ „mentality“ (2.17) - a combination of technical expression and tactical intelligence. When probed he explained he wanted to move the players away from the fundamental English characteristic of prizing effort above skill to a more effective tactical deployment of both ability and endeavour. Interestingly, in explaining his migration decision he underlines a distinction between coaching and managing remarking that:

Some coaches cannot be good managers and sometimes it will be difficult to be a good coach...I just like to coach but I have the mentality for the managers (sic) too (2. 17).

His reasoning was that part of his decision to leave his native Spain for the *Premier League* was to be afforded more say in player recruitment and not be forced to prepare players he may not have wished to acquire (Rich, 2005). Tactical formations and player recruitment are inexorably linked since players can also be recruited according to how they „fit“ a coach“s ideologically founded preferred playing style.

### **8.2.3 Player Recruitment**

Since the role of contemporary managers evolved from expendable administrators to wheeler-dealers (Wagg, 1984) they have engaged in player transfer brinkmanship with boards of directors. Managers would identify a wish list of suitable players arguing why they are important acquisitions to strengthen positional weaknesses. The board or owners then decides which of them they can or cannot afford to recruit. The

manager may have to prioritise players or balance club accounts selling existing, less important assets to fund new purchases. Some clubs experiencing extreme financial conditions may be forced to sell players to cut wage bills and sign out of contract replacements on a „Bosman“ or those discarded by other clubs as „free“ transfers. In each scenario once „authorised“ the manager or coach initiated contact with his targeted players and/or their representatives and conducted contract negotiations liaising between the player and chairperson to finalise mutually acceptable terms.

Accustomed to the process and acutely aware of transfer „irregularities“ that have blighted the game, „Karl“ firmly believes a coach has to be involved. „The players got to meet the manager, you know he“s not going to play for the CEO, he“s gonna play for the club and work day in day out with the manager and his staff“ (2.3). He neglected to say whether he wanted to be part of the negotiations but makes a point of bringing the player and his wife to look at the stadium, the training facilities encouraging them to try the food and talk to other players. He also stresses the need to explore where they may live to ensure the player and his family will feel comfortable in their new environment. The exercise is mutual since „Karl“ tries to gauge the player“s personality and motivations. In situations where his perceptions were not positive he admits „I have pulled out of really serious deals [where] I“ve thought they [the players] are not right“ (Ibid). Echoing earlier discussion on the communication of organisational aims to a manager, given the importance attached to a new player“s potential contribution to the success on which a coaching career ultimately depends reinforces the need to maintain a positive operational culture. This may even be at the expense of signing a talented but perhaps potentially problematic player. „Dai“ supports such pro-activity insisting on only „bringing the right people to the club“ by ensuring they have the „right values and discipline“ (2. 14).

„Dennis“ dismisses suggestions that the appointment of foreign „head coaches as opposed to managers“ (2.11) was prompted by clubs wishing to control all financial transactions. He does, however, acknowledge that „it makes the Director“s job easier to do all the transfer negotiations“ (Ibid) and that chairmen have only recently started to worry about agents and monies changing hands prudently deciding to keep all such dealings above board.

The death knell of the previously accepted typically English approach of manager-inspired recruitment was the „Bung“ scandal that led to the dismissal of former Arsenal coach George Graham following Inland Revenue compliance investigations (Conn, 2004). Before their activities were regulated in the mid 1990s managers would commission agents or intermediaries to broker the transfer of a player. Acting on the advice of the manager the buying club would make monies available. Effectively mis-selling his employers by quoting them an inflated price for the player the fee agreed by a middleman with the selling club was often much less than the price the manager quoted to the buying club. The difference was attributed to agent's fees and services. A proportion of those „fees and services“, the „bung“, was deposited in the buying club manager's bank.

John Jensen's 1994/1995 transfer from Brøndby to Arsenal proved a pivotal moment in the conduct of player transfer dealings. Arsenal transferred £1.57 million to the Danish club. They then deposited £739,000 in the account of agent Rune Hauge who immediately moved £250,000 to George Graham's account for his part in initiating the transaction (Bower, 2003). The buying club acquire the player they want from a grateful selling club, which gets the right money in return and both middlemen receive handsome windfalls for their „fees and services“. The underpinning principle is that everyone is happy with the deal, ameliorating potential fallout following the transfer. Although banned for one year and fined £50,000 Graham's activities were considered routine by other managers who defended him on the grounds of the precarious nature of role arguing such opportunities should be taken when presented (Ibid). Having served his ban Graham returned to club management in 1996 with Leeds United.

Although league rules now prevent such payments it was common knowledge within the game that brown paper packages containing large amounts of cash were often exchanged during clandestine „late night liaisons in motorway service station car parks“ (Green, 2002: 119). Following the bung scandal CEOs began to assume a more central role in the transfer process although managers remained instrumental in deciding players transfer values. PFA official „Dennis“ sees this as „good practice... the manager does not negotiate“ (2.11) maintaining that CEOs usually have better

business acumen and are more aware of a club's financial parameters. He added this approach safeguards the manager simultaneously alleviating potential long-term debt.

In common with their English counterparts, continental coaches also play a part in player recruitment but with a distinctive operational dissimilarity. They too present owners with a list but there is a difference. Coaches identify specific playing areas of their team they consider require strengthening along with an inventory of their preferred player for each position. Directors of Football (DF) or Sporting Directors (SD) - the term is interchangeable - (often appointed by owners without consultation with a coach) oversee transfer negotiations, pricing each player along with what they (not necessarily the coach) feel are suitable alternatives, often irrespective of playing position, before making recommendations to the owner(s). The DF/SD contact players' agents and respective clubs to confirm availability, barter the asking transfer fee and then negotiate wage packages to secure value for the buying club's money. Answerable only to owners the DF/SD oversees domestic and increasingly globalised scouting operations and whilst a coach can identify potential players for scrutiny all recruitment decisions are made on a business case basis. Here playing talent is considered an asset designed to at least protect and ideally accumulate rather than diminish an owners capital investment.

Player tracking software such as the *Scout 7* database enables DF/SD to objectively monitor a wide range of players and coaches on a global scale. Although visual confirmation is required it appears the days of flat-capped scouts acting on tip offs are numbered. As a result the English practice of allowing managers and senior coaching staff to make binding subjective decisions regarding player recruitment recommendations has effectively been replaced in some contemporary elite English clubs by the introduction of a DF/SD tier in the organisational structure.

It is argued, then, that current playing talent acquisition, inspired by foreign practice, is completely antithetical to previous processes in that all forms of negotiation are conducted between a player's agent and the DF/SD acting on behalf of the owners. However, similar to many aspects of an operational culture there are areas of universalism and particularity (Giulianotti and Robertson, 2004) within the recruitment process that serve to either analogue or distinguish one club from



another. An obvious exception is Sir Alex Ferguson who, arguably because of his sustained success, commands authority in all aspects of the club and personally vets incoming players „very carefully“ (2.12) remaining informed of their salaries and other associated earnings such as image rights and sponsorship deals. Others such as Everton’s David Moyes prefer to voluntarily remain unaware of transfer negotiation details maintaining it enables unbiased team selection decisions.

When appointed a new coach will usually be informed of the structural confines he is expected to work within. This may simply be the amount of money available for player recruitment and likely levels of involvement in transfer dealings. Similarly the need to maintain synchronicity with a playing style the owners/board of directors, supporters and the media traditionally associate with a particular club may be stressed. Arguably this feature of contemporary club structure is more media apparent as clubs move away from traditionally defined spheres of influence towards a „more European model of governance“ (Ibid: 498). Interestingly, the insertion of what may be considered a liaison management tier has attracted critical attention from indigenous and foreign coaches.

Confirming the practice of coaches appointing familiar management teams outlined earlier, on leaving the French national team in June 2004 for Tottenham, Jacques Santini brought his preferred staffing structure consisting of „first assistant to the head coach [Martin Jol] and Dominique Cuperly as training ground lieutenant“ (Scott, 2007: 3). Also part of the package was sporting director Frank Arnesen whose first brief was to re-organise youth and senior player recruitment. Impressed with the innovative, commercially rather than subjectively focused system Chelsea quickly headhunted Arnesen to spearhead their programme. In response to the move Tottenham chairman Daniel Levy appointed Damien Comolli to continue organising this „continentalised“ aspect of the club’s operations. The Spurs board, keen to pursue the econocentrically founded concept, insisted he only recruited players under the age of 27 and under no circumstances would the clubs stringent wage structures be broken. Stressing the viability of recruiting with the „head not the heart“ (de Hoyes, 2008: 559), the underpinning Keynesian premise confirmed that players are considered assets that should realise profit rather than loss on re-sale and adherence to that policy improves the likelihood of positive return on investment.

Patently favoured by the owners of many European clubs and increasing numbers of English teams (Table D) the DF/SD role is clearly becoming a contentious issue in domestic football. Acting as intermediaries they are charged with prime responsibility for recruiting owners' rather than coaches' preferred playing talent. Reflecting and reinforcing the dynamics of football club organisational cultures discussed earlier the first loyalty of a DF/SD is, understandably, to those who hired them. If a coach's position becomes untenable „conventional wisdom states it is always easier to sack the manager than the board or players“ (Wilson, 2008: 15).

In this organisational structure the most expendable component is indeed the coach. Santini had grown wary and deeply suspicious of Comolli and, citing „personal reasons“ (Scott, 2007: 3), resigned as manager in November 2004. Initially compliant his replacement Martin Jol later urged the board to secure defensive cover for the increasingly fragile Ledley King also stressing the importance of acquiring a deep midfielder, a left sided player and a striker. Following consultation with the board and mindful of his remit Comolli brought in a curious mix of players. Left back Gareth Bale has since proved an excellent signing but Jol only met him and several other young, raw players when they arrived at the Cheshunt training ground (Castles, 2007). Despite his familiarity with the SD role Jol grew increasingly frustrated that the unyielding board consistently rejected his transfer suggestions in favour of Comolli's. It later transpired that Jol's targets were Martin Petrov and Elano (both later proving successful at Manchester City) and accomplished defender Sylvain Distin whose wage demands and age breached the club's new transfer policy and precluded him (Ibid). Jol felt Comolli had not truly represented his urgent need for experienced defensive cover and following a turbulent board meeting was sacked in June 2007.

In order to forge a better working relationship between coach and DF/SD the board, in an unprecedented step for English football, allowed the still venerated Comolli to select Jol's successor. Spanish coach Juande Ramos was unveiled by Levy who announced his appointment was on the basis of ability and, tellingly, experience of „working *under* [emphasis added] a technical director at Seville...where when he wanted a player, he detailed the qualities required and the SD got the best he could“ (Hynter, 2007: 3). Distrust of this management tier hastened Harry Redknapp's departure from Portsmouth in November 2004 claiming DF/SD Velimir Zajec had

undermined his professional judgment and player valuations. Aware of Comolli's influence, when Redknapp was approached to manage Tottenham in October 2008 he insisted on full control of transfers „with no question of a director of football“ arguing „if people are giving you players you don't fancy, its impossible' (Hynter, 2008: S1). Redknapp has a valid point but there may be more than an element of utility in his perception since in common with most English coaches he prefers to recruit players that fit or can enhance his preferred tactical arrangements. And, echoing concerns expressed by „Karl“ and „Hamish“ about the importance of meeting prospective signings, players“ „character“ is assessed to avoid potentially problematic behaviour issues. Comolli was duly sacked as Levy „reverted to a more traditional management structure“ (Ibid) trusting the coach's expertise. Comolli has since been appointed DF/SD at Liverpool (in 2011).

Kevin Keegan showed similar dissatisfaction when Tony Jiminez (player recruitment) and Dennis Wise (scouting) were installed by Newcastle owner Mike Ashley, pointedly remarking „continental style structures are not overly conducive to inter-departmental communication“ (cited in Taylor, 2008: 32). His use of „departments“ within a football club raises an interesting point. Although there has always been clear demarcation between the playing and administrative aspects of clubs a symbiotic relationship existed since both needed each other's success. The same is largely true today but Keegan's barbed comment suggests a more clearly defined sense of „them and us“ is developing between the boardroom and grassface. Some attach direct culpability to the DF/SD perceiving a more sinister function.

Not renowned for his playing or coaching subtlety Gordon Strachan (2004: 3) offered an equally forthright view asserting the DF/SD legitimises „outsider“ scrutiny of training, match performances and player morale, which he feels, is tantamount to spying on behalf of owners and boards. Under the aegis of „consultation“ DF/SDs regularly visit training centres talking to coaches and players. Strachan (Ibid) feels „chairmen are all-powerful creatures wanting to know exactly what is going on and being able to manipulate things“ suggesting they send in the eyes and ears of the DF/SD. It is reasonable to posit that chairmen will always have information supplied by those eager to impress but like Redknapp, Strachan sees this development threatening the perceived value of coaches' professional acuity and astuteness. Based

on his own management experiences he confirms that like their European counterparts some English club owners now view videos of players (usually sent in by over zealous agents) and instruct the DF/SD to buy those who, often in a cosmetically edited recording, impress. The coach then has to work with players he didn't want or doesn't necessarily rate. Moreover, if a coach appears reluctant to select those players he invites pressure from both owners and DF/SD to re-assess his abilities<sup>11</sup>.

Antithetical to the English model the underlying premise generally adopted by continental clubs appears to be that trust is placed in a coach's ability to optimise the performances of players at his disposal through fluid tactical organisation and technical enhancement. It also questions coaches' judgement of players in fluctuating organisational economics. A good coach in the continental context is one able to maximise available talent. Former Italian international player now coach Gianluca Vialli makes an excellent discernment pertinently pointing out that continental coach education better prepares coaches for tactical flexibility. This enables them to adapt to different demands presented in games and how to optimally use players in a number of playing conventions. For him this preparation actually helps facilitate foreign coach mobility since

...we train coaches to be good at just that being flexible with players and formations so that you can succeed with whatever you have at hand (Vialli and Marcotti, 2006: 330).

Previous discussion illustrated the realisation of organisational goals is usually affected by the operational culture a coach establishes. The comfort zone for some may be working with young, malleable rather than experienced players since it generally makes the adoption of his practices easier. In a critical analysis of a non-indigenous coach's *Premier League* tenure „Alex“ suggests the coach operated primarily in a familiar market. This observation is not without precedent as Louis van Gaal bought a number of emerging rather than established players from his native Holland when coaching at Barcelona (2.13). Similarly both Gerard Houllier and Arsene Wenger coached the French development squad making them acutely aware

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<sup>11</sup> For a detailed account of Chelsea owner Roman Abramovich's penchant for compiling lists of targeted players see Barclay, 2005.

of young talent. However the practice of recruiting players a coach has worked with or seen first by tapping familiar talent streams is a perfectly understandable approach helping reduce potential for substandard acquisitions.

However, „Alex“ was unequivocal in his assessment of Foreign coach „Didier“ only identifying players with improvement potential. His observation has some merit as an element of control may influence transfer recommendations whereby a coach, especially one with a less than impressive playing career, may feel subordinate if a high profile player is recruited. Hence it is reasonable to posit because of their academic rather than playing backgrounds both French coaches prefer to work with impressionable youngsters to maintain the power dynamics at their clubs.

Having acquired players, irrespective of motive or who made the final recruitment decision, their technical and tactical preparation in what is ostensibly a new football environment must be supported in a number of ways.

#### **8.2.4 Support mechanisms**

Analysis in previous chapters showed English managers typically display scepticism towards external, outsider input preferring to rely on knowledge of the game accrued through their playing experiences. Yet, given the monopoly many pre-twenty first century managers had on the majority of first team-related decisions, it is hardly surprising that forms of player support with potential to devolve or diffuse their control has a history of suspicious caution rather than warm receptivity. A case in point is medical support provision.

Over the course of the post war period local practitioners with little if any sports medicine knowledge (Carter, 2009) became a familiar sight at matches suturing any battle wounds at half or full time. Some clubs began to appoint full-time doctors in the late 1990s but their recruitment was, arguably, largely ad hoc, informal and nepotistic, mirroring „jobs for the boys“ approaches to coaching appointments typical of that period. Although a key function remains the organisation of medical examination of players during the transfer process for the large part their historical and contemporary role primarily involves the health of playing and coaching staff (Ibid). Pre-dating

contemporary thought, once recruited players were considered valuable acquisitions requiring protection or rehabilitation from the games inevitable contacts. Realising the benefits specialised sports medicine afforded in sustaining physical performance clubs began to appoint physiotherapists. Largely replacing general practitioners and „trainers“ previously responsible for rudimentary treatment of injuries (Waddington, 2002), their role was initially marginal. „Brian“ confirmed that during his playing days there were few forms of scientific support, recalling:

Everton had a physio, I think we were one of the first to do it. No one bothered really...funnily enough he didn't travel with the first team at the time (2.15).

The physiotherapist's role assumed greater prominence as players' transfer fees rose. Astutely recognising the need to protect their assets, clubs began to invest more seriously in health and fitness support. Private health plans for both playing and management assured swift clinical and medical responses to injury or illness. Most clubs „commissioned“ orthopaedic surgeons, dentists and podiatrists to cater for all aspects of their key employees' health needs. In recent years players and coaches have been referred to world leading clinicians or pioneers in highly specialised medical procedures. These include the cardiologist who effectively saved the life of former Liverpool coach Gerard Houllier and the brain surgeon who arrested any permanent damage then Newcastle manager Glen Roeder may have suffered from neurological disease. The groundbreaking reconstructive knee surgery performed by American physician Richard Steadman also helped prolong the playing careers of Alan Shearer, Michael Owen, Alessandro del Piero and Leonardo (Owen and Hayward, 2005).

Confidence gleaned from treating players injured as a result of ill-conceived conditioning activities and regimens prompted some physiotherapists to offer coaches advice on avoiding repetitive injuries. However pre- and in-season conditioning generally remained the preserve of coaching staff. Each coach and/or manager developed particular approaches to conditioning. Apart from goalkeepers (whose fitness demands are more agility than endurance based) cardio-vascular (CV) fitness regimes were universal rather than playing position specific relying on tried and trusted „formulae“ that often accompanied coaches throughout their career („Les“,

2.16). Struggling to remember a typical day's training with fondness „Steve“ recalled that following some muscle stretching:

You would do six strides for about 20-30 yards and then you would just get into a game and the game was like 40-45 minutes, so you did nothing (2.4).

The experience of this *Premier League* striker typifies a „one size fits all“ approach that although possibly appealing to notions of team cohesion made no distinction between playing positions. Other than the occasional crossing and finishing practices no concessions were made for the shorter, quicker movement his playing position requires. In fairness domestic coaches realised this decades ago through the provision of specialist goalkeeping coaches but on reflection in what may be considered a manifestation of misplaced faith in traditional methods it seems many failed to explore the value of differentiated work to outfield players.

According to „Brian“ previously accepted practices usually consisting of subjective observation and periodic „weigh-ins“ to loosely ascertain players' physical condition (2.15) were gradually replaced by the use of heart rate monitors. Introduced by foreign coaches such objective assessment enabled the amount of work players did in almost every conceivable technical or tactical situation to be carefully monitored. Fed directly to the coach or manager this data helped ensure optimal recovery from maximal performance as notions concerning differentiated conditioning began to permeate into player preparation. A prominent feature of this innovative departure from previously accepted „blanket“ approaches to conditioning is the way in which the fitness coach provides highly-game or field position-specific work. „Neil“ designed an extensive „toolkit“ (2.21) containing a wide range of physical exercise activities varying in intensity, duration and distance based on specific playing position requirements. To illustrate this innovative practice the different positional physical fitness components required by central midfielders and the demands made of strikers was demonstrated. In essence the data, accrued over the course of his professional career, shows midfield players typically cover much greater distances at variable speeds than strikers who work in shorter, quicker bursts. Crudely put, the positivistic nature of sports science confirmed the patently obvious to the oblivious – that conditioning should consider playing position differentials.

„Neil“ observed what he felt represented a typically English reaction to the introduction of new ideas. When presented with the utility of highly attuned conditioning regimens a former West Bromwich and Celtic coach remained unsure and unconvinced. Recalling that „he knew his club should be doing something but not sure what“, „Neil“ (2. 21) disappointedly concluded that as with fatigue causing relapse to bad technique so too does a coach’s insecurity cause some to retreat to their „comfort zones“ - a „dinosaur“ faith in tried and trusted methods that neither foresees nor displays a willingness to react to change.

Other indigenous coaches have shown better receptivity. In his twilight playing years a range of player support mechanisms he experienced in America, positively influenced Sam Allardyce. Physiotherapist „Mick“ remembered that on becoming Bolton manager Allardyce brokered a „deal“ with chairman Phil Gartside arguing that since the club could not afford high quality stars if he persuaded older, experienced players to join him (immediately appealing as it avoided inflated transfer fees), support was needed to prolong their effective playing days (2.26). Seeing the financial benefits Gartside duly sanctioned the appointment of psychologists, motivation support, masseurs, conditioners and physiotherapists (Ibid). This policy saw French international striker Youri Djorkaeff, along with defenders Colin Hendry and Ivan Campo and several other „thirty somethings“ enjoy mutually beneficial Indian summers at the club. Allardyce found this paradigm so successful it has become a signifying practice (distinguishing him from compatriots) continuing to predominantly recruit older, experienced players and an entire multi-disciplinary support team at each of his clubs. He was also amongst the first to appoint a dietician.

Although the arrival of non-indigenous playing talent undoubtedly contributed to heightened dietary awareness amongst players and coaches, „Alex“ directly ascribes its growing acceptance to the influence of foreign coaching talent. Citing a prominent French coach his testimony reinforces both the practice of transplanting established personal and professional practices in new football culture environments.

Unimpressed with previous preparatory regimes the coach told his new charges „we’ve got to do this differently, we’ve got to make you grow as people, we will do this scientifically“ (2.13). Coaching at the same club „Dai“ witnessed the almost immediate change suggesting that by „bringing in an Italian chef, he’s changed their



diet; he's changed the mentality of the players" (2.14). In this instance the new coach had inherited an ageing squad. Outlining the benefits of better dietary habits and structured, considerate conditioning regimes, the coach appealed to players' innate desire to prolong their top-flight careers, or more pertinently, the maximisation of earning capacity. Jettisoning tradition they duly responded and continued to serve the club with distinction.

Former international defender „Les“ recalls the occupational culture was so ingrained in his club that, until the arrival of foreign coaching talent water breaks did not exist. He stated that „in the summer when we trained years ago, we never, we weren't allowed a bottle of water, it would be frowned upon" (2.16). The club nutritionist, introduced by his foreign manager, had convinced „Les“ of the importance of re-hydration during exercise. This influenced his session planning to include „the details of massage, eating, drinking... we train now, we have 2 or 3 drink stops in a 45 minute session" (Ibid). Having graduated from playing to coaching along with growing numbers of younger native talent especially, he has embraced proven importance scientific principles.

Based on his playing and coaching experience in Italy „Hamish“ recalled teams didn't train with the same intensity as their English counterparts but players were very disciplined in their personal preparation, many being „fanatical about what they put inside their bodies, whether it be... food or drink" (2. 6). When repatriated to a managerial position he introduced balanced, nutritious diets in the training centre restaurant in each of his clubs also insisting players followed good dietary habits at home. The foreign genesis of this mind set was not lost on „Steve“. He found that this manager was „sort of more into your body, fresh from his Italian experience, he started bringing in sort of pasta and all that... obviously you ate it but not as much as you did under the previous manager" (2.4). In contrast another participant afforded an amazing insight into „traditional“ post-match eating habits at that club. According to „Mark“ customary practice was

...to have like pie and chips and chicken and chips or sausage and chips...you used to have one of the choice[s] and then you'd get on the bus after the game and it'd be given to you...with a beer on the bus...(2.7).

Unsurprisingly, the newly installed foreign regime immediately changed this established cultural behaviour insisting only fresh fruit and water was to be consumed after each game in line with continental practice.

Reflecting on his experience of a range of native and non-indigenous coaching regimes „Rob“ also revealed a nutritional naivety amongst

...English players [who] you know over the past 20 years would go out and drink, eat whatever they want, come in train, [wear a] bin bag [under kit] and try to lose the weight and think everything would be fine (2.9).

Emphasising inconsistent and irrational advice given to team mates „Dai“ observed that „the diet and the nutrition side has changed...its gone away from the red meats more to the chicken and the pasta...“ (2.14). He added football“s equivalent of performance homeostasis was established by a number of influences suggesting that forty percent could be ascribed to foreign coaches, forty to foreign players with the remaining twenty percent a realisation by British players they needed to „look after themselves“ (2. 9).

Having witnessed how increased support positively affected players“ health and physical fitness, clubs also began to invest in their mental well-being. Early attempts at this kind of support relied on club padres offering spiritual, moral and emotional advice when players or coaches sought it. Despite the overtly masculine nature of this subculture some took clandestine advantage of this homespun psychology but, fearful of teammate reprisal if discovered, the vast majority adopted a self-help approach of internalisation or muddling through (Gascoigne, 2006). A firm believer in the benefits of psychology on player performance „Ron“ appointed a sports psychologist as his assistant. During fieldwork the psychologist invited the researcher to witness what was essentially an anger-management session with a particularly fractious England full back whose poor disciplinary record evidenced a short temper. Subsequent conversation with the psychologist confirmed the aim was to reduce the number of yellow and red cards the player received without detracting from his competitive nature. But, he admitted changing the player“s psyche was proving extremely problematic. Despite being a high status club official the psychologist was also an academic, not a former player. Although optimistic of a positive outcome the therapy

process observed in the field reinforced the reticence indigenous players typically show towards anything advanced from outside the playing fraternity and divergence from accepted norms. Of course the player may simply have been in denial or, unsure of confidentiality, unwilling to disclose any perceived frailty others in the highly masculinised culture of professional football may consider a weakness. But, his scepticism was visibly evident.

Experienced indigenous coach „Jimmy“ offered an interesting perspective on the use of support mechanisms. Conceding „there is value in the technological stuff and analysis“ he was unequivocal in his rejection of psychology affirming „players are suspicious of people not from the game“ (2.12). Although equally dismissive he felt such support would be better received if his coaching staff delivered the therapeutic advice provided by a psychologist. Clearly missing the point of applied science he seems to disregard the possibility that guidance lost in translation could actually be detrimental rather than beneficial to players“ mental state. However, now seen as a „massive development“ „Les“ feels many aspects of player welfare provision introduced by non-indigenous coaching talent have become, albeit reluctantly at times, increasingly accepted practice amongst native practitioners. As a result it is now common practice for teams to take large numbers of support staff to home and away matches. In addition to kit managers and medical support teams, match analysts are also increasingly visible in Premiership staff lists.

A welcome departure from simply concentrating on how their own team functions, watching impending opponents became established team preparation practice (Keith, 1999; Dohren, 2004). Widely attributed to Bill Shankly in the late 1960s match analysis principally consisted of subjective note taking and visual observation by coaching or scouting staff. Although rudimentary, key foci were how teams defended and attacked at set plays and obvious causes for concern such as influential players. By analysing rival teams“ strengths and vulnerabilities managers were able to see where their teams could get „cut up...by stepping out [of formation],„ simultaneously preparing, selecting and arranging their teams to expose opponents“ weaknesses (2.16).

Most clubs now use ICT software packages such as *Prozone*. The notational analysis system uses twelve cameras strategically located around a football pitch to track the movement of players and the ball. Quantitative data derived from the sophisticated system enables coaches and analysts to monitor possession percentages, shot, cross and pass completion rates alongside the pace and distance covered by each player throughout a match. Developed from on the French AMISCO system used at the Clairefontaine national training centre, the British analysis tool highlights a team's tactical efficiency enabling coaches to quickly identify how opposing teams are set up and their principal threats and deficiencies. This could include individual players who may be technically or physically strong. Hence fast players like Defoe (Spurs), Torres (Chelsea) or Walcott (Arsenal) can be rendered less effective if an opposing defence adopts a deeper line. This strategic adjustment does not provide as much space behind the back four (i.e. between the line of defence and the goalkeeper) for quick players to run into. Conversely opposing coaches regularly target small defenders like Cole (Chelsea) and Baines (Everton) instructing tall forwards to occupy their defensive areas attacking far post crosses confident their superior physique will prove advantageous.

*Prozone* are testing a new system – Datatrax – that streams information about the speed, distance and range of players' movement in relation to the ball directly into a coach's pitch side computer. This wi-fi data enables coaches to monitor players' fitness levels and contribution, which may inform substitutions and tactical adjustments since it can also be used to track the opposing team's players (personal communication, Dave Fallows, Chief analyst, Prozone, 19/2/2009). Former international coach „Ron“ has consistently used *Prozone* throughout his domestic and non-indigenous career attributing its widening popularity to foreign coaches (Houllier and Wenger in particular) who have „added a scientific support dimension to player preparation and performance monitoring“ (2. 23). For him, the analysis system provides coaches with invaluable technical and tactical data.

In contrast players are extremely wary of overkill leading to „paralysis by analysis“. „Neil“ felt detailed scrutiny of their performance by over zealous coaches is often counterproductive, reasoning performance quality rather than physiological or functional quantification should be players' prime concern (2.21). Resonating with

Oscar Wilde's sentiments „Rob“ maintained statistics can prompt false perceptions. Alluding to negative side effects he quoted games where his team had been

...backs to the wall for 80 minutes and we have won 1-0 you know, so I think to myself what's the point... in showing us the stats, then, what effect is that gonna (sic) have on the players (2.9).

The rugged defender argued that players and coaches want to win games and that having majority possession does not necessarily translate into victory. He feels „managers can sometimes get obsessed with it [prozone], obsessed with stats“ (Ibid) using them to hide any team or personal inadequacies. Attempting to rationalise a poor campaign he recalls an indigenous coach placing the blame entirely on the players informing them they were all running two kilometres less in games compared to the preceding successful campaign's statistics. For him notational analysis is „sometimes... its for a manager (sic)... its an easy way of not looking at the bare truths you know and saying we are just not good enough“ (Ibid).

„Alex“ argued some coaches present match statistics in epistemological terms during media interviews suggesting „figures are the truth“ (2.13) and that because they had more goal attempts than the opposing team his played a better, more attacking game „which of course is a nonsense“ (Ibid). He was referring to a foreign coach with a penchant for explaining every game in statistical terms. Reinforcing the observations made by „Rob“ it is reasonable to suggest that this particular non-indigenous coach attempted to convince the media and supporters that any poor performances or defeats were, in fact, not as bad as they appeared, that the team played well and was developing according to his visions.

### **8.3 Power and control in elite level football clubs**

Data analysis and critique presented earlier serve to underline staid coaching pedagogy which remains evident amongst some indigenous coaching talent. The graduation from professional player to coach appears to prompt an „if it was good enough for me then, it's good enough now“ mentality whereby self-assured confidence accrued over a playing career cultivated supreme belief in tried and trusted methods. In addition to redefining notions of professionalism the data confirms

foreign coaches have introduced distinctive, often signifying practices separating them from domestic talent. Analysis indicates that some indigenous coaches like „Gary“ are open to innovation recognising the „game has changed“ (2.2a) yet their match preparation methods also highlight differences in the process of coach education and routes into coaching.

When a number of coaches from different football cultures operate within the occupational context of English professional football, change at club level can also impact upon other organisations as players and coaches move intra-nationally. A bricolage of ideas and approaches can then affect the very nature of the occupational subculture they are members of on a wider scale. This is especially true where what may have been considered innovative methods challenge accepted practice in other established sub-cultural contexts. In essence a team/player preparation regime founded on different, distinctive practices is really a synergy that distinguishes a coach from other sub-cultural members yet is prone to permeation into both host *and* competing organisational cultures. In much the same way business takeovers can be termed „hostile“, the increasing influence of foreign coaches may be perceived a threat to the fabric of established cultural practice and, ultimately, the employability of native coaching talent.

Whilst the influences affecting the operational culture of a particular football club may fluctuate and commonality can exist between members of their occupational subculture, many coaches often experience difficulty in making the cultural acclimatisation necessary to successfully communicate their signifying practices. In the case of non-indigenous coaching talent this inability can provoke critique from domestic coaches. This final section of the chapter draws a number of strands together through the exploration of the dialectic tensions between structure and agency as the influence of foreign coaching talent, as agents of change, impacts on elite level professional football in England. This key issue is considered against a backdrop of problems concerning expatriates operating in a different cultural context and perceptions held by indigenous talent.

### **8.3.1 The power to structure: organisational, occupational and operational cultures**

Discussion so far has demonstrated how structural framings exist on two levels in professional football club operations. Firstly, owners and/or boards of directors share their organisational goals with a coach. Here they outline the levels of support they will provide and articulate the remit of his authority and control. In reality this structure and agency relationship is essentially hierarchical where enabling or constraining forces are cascaded onto others. The second level of power is at the coaching/playing subculture segment where structures imposed by owners may enable or limit the activities of coaches. Founded on organisational goals coaching talent is charged with prime responsibility for first team performance and achievement and it is the coach who decides if, when and how an established occupational culture may need modification. In most instances, a new coach must quickly impress on his players changes to the ways in which they are prepared for competitive matches. Simultaneously the coach must articulate his long-term vision to both the players and owners/directors who, depending on results, will support his plans if they are confident organisational goals will be realised. Hence, ultimately, it is owners/directors who have the power to decide the direction the club takes and the personnel considered best equipped to manage it.

### **8.3.2 The power to control - owners**

A profound development in English professional football has been the interest of owner: investors. Whilst there have always been majority shareholders in many clubs a new „hands-on“ form has recently emerged who, unhindered by sentimentality or affection for a particular team, will change management and playing personnel to enhance their investment or protect an ability to service debts.

Generally regarded as *the* global game football’s popularity is clearly evident in most corners of the world. An expression of cultural identity it can unify or divide nations and be a crucible of controversy, polarising expert and novice opinion alike. It is, however, eminently watchable and proving to be an increasingly lucrative proposition for entrepreneurs eager to exploit profit potential. Along with Italy’s *Serie A*, the

German *Bundesliga* and Spain's *La Liga*, the *Premier League* can be considered one of number of global football marques (Deloitte and Touche, 2009). As a world brand it attracts wider monetary interest through sponsorship, media rights and non-indigenous investment. To date there is some form of foreign interest in the majority of *Premier League* clubs and a growing number of supporting league clubs (Table E). Levels of financial involvement range from shareholdings to outright ownership that may previously have been motivated by what can be considered football vanity or financial insanity. However, although there may be a certain novelty in owning football clubs, many foreign owners appear to accord primacy to likely financial rather than philanthropic returns.

Potential owners often allure stakeholders" (including; shareholders, fans, players and coaches) on the basis of promised investment in the club"s playing squad and financial infrastructures. Once consent is confirmed they assume control of the organisational culture and operational processes, able to direct the club"s financial affairs according to their ideological visions for the organisation. Ideologies can be considered both lived experience and a body of systematic ideas whose roles are to organise and bind together a number of social elements (or individuals) in the formation of hegemonic and counter-hegemonic blocs (Craig and Beedie, 2010). Gramscian thought asserts that the concept of hegemony relates to ways in which one group wins consent to its domination over another who, in the act of consent, effectively endorse their subjugation. Hegemony differs from the concept of ideology in that a particular body of practices, philosophy or set of beliefs may be imposed on others whilst hegemonic control can be attained through consensual or coercive means. Hence it is logical to conclude hegemony can be considered a higher order articulation of a dominant ideology - or, „vision“.

A prominent coaching subculture trait identified in this study is the dismissive negativity shown to „outside“ interference and a grounded suspicion of people who are not from the game. This is especially true of „proactive“ owners who may wish to exercise their power to influence team selection. Some owners may feel intervention in football matters a legitimate part of the ownership package and become „experts“ overnight, eager to realise their football playing ideologies or fantasies. For example when Lithuanian banker Vladimir Romanov acquired Scottish team Hearts in January



2005 he immediately took an active part in team selection. Although Roman Abramovich tried on numerous occasions to get compatriot Andriy Shevchenko into Jose Mourinho's teams he was consistently rebuked on the basis of the coach's outstanding results profile – which the coach retorted was obtained without any outside advice (Barclay, 2005). When performances failed to meet the owners exacting standards the abrasive Portuguese coach was summarily dismissed with Shevchenko appearing in new coach Avram Grant's first team selection (ironically having been promoted from DF/SD). Rafael Benitez knew he was on a similarly slippery slope when his professional judgement was undermined by directors at Valencia who told him to „limit his training“ since the sports planning at the club should be in the hands of those people who operated at executive level (Williams and Llopis, 2007: 251).

It is clear that football organisational power emanates from owners or directors. However there is broad agreement between this research and business analysts that company history and tradition (Schein, 2004) and the inspiration of a leader's ideological visions both impel and justify corporate activity form the substance of an organisation's culture (Winter, 2003). In football terms this necessitates owners cascading organisational trust and faith in the abilities of the coaches they appoint and the relinquishing of executive agency.

### **8.3.3 Modifying an established occupational culture: cautious devolution of agency to coaches**

The appointment of coaching talent resonates with the conceptions of agency advanced by Mason and Slack (2005) who observe that those responsible (principals) for the structural conditions of an organisation (club) need to secure the services of an agent (coach) with the expertise necessary to accomplish certain goals. In turn the agent becomes the principal since he recruits support staff with specialised skills he may not himself possess and players to realise his plans in accordance with his principal's organisational aims. This accurately represents the situation faced by coaches who simultaneously operate as actors and principals within an organisational culture established by owners. For Mason et al (Ibid: 49) the demand for change

agents at both levels is high because there are „few who possess the abilities to perform the functions principals cannot“.

Application of football club/performance driven organisational culture re-conceptualisation developed in this study enable comparative dimensions to be drawn concerning the centrality of the coach. It is he who maintains an overarching organisational culture through the establishment of an operational culture founded on his particular practices and how change is managed and perceived by those affected. Berends, Boersma and Weggeman's (2003) review of the concept of organisational learning can help explain the dualism of individual agency and structural resistance to change. In an applied sense the dynamics of key agents, and those within their sphere of influence, often depends on the interplay of „systems, structures, strategies, routines and prescribed practices“ (Ibid: 1037).

In this sense structures such as occupational cultures are simultaneously able to resist or facilitate human agency for modification of working processes, practices or behaviours. To affect change in established practices individual agents must possess specific knowledge in order to „act otherwise“ (Giddens, 1984: 215), that is, to do things differently. Individual innovation within organisations that constrains or reconstructs structural framings - structuration - suggests regularised practices are open to modification and that any modification, within the occupational rather than organisational cultural context, will remain distinctive because of that innovation. A major factor is that a foreign coach's knowledge base often differs from that of both his players and indigenous coaching talent. Although this helps rationalise his appointment, it also immediately sets him apart. In short, change which catalyses modification of previous practices, if truly innovative in nature, separates an organisation from its competitors rather than homogenising them. But, change must prove successful where it matters most – on the field. This usually depends on the immediacy of sub-cultural acceptance and, more importantly, how it is managed.

#### **8.4 Managing an occupational culture.**

In order to successfully modify an existing culture a new coach must manage both the modification process *and* unfamiliar players. Echoing both classic organisational and

coaching behaviour theory a new appointment can adopt an authoritarian approach that simply demands employee compliance. Conversely, he can employ a more democratic approach aiming to win hearts and minds (Bolsover and Brady, 2004). For example widely travelled physiotherapist „Mick“ enjoyed the team bonding activities an indigenous coach arranged where players, staff and their families were consistently invited to corporate events. But, the same coach also wanted others to know who was boss and to impose that authority „he would pick on the biggest ego“ (2.26), the player who influenced others. He felt the coach’s management philosophy was one of public domination to ensure subjugation but also that he had a unique approach to managing a multi-national and multi-cultural squad of players. Perceiving cliques as fora of subversive divisiveness his solution was that regardless of nationality everyone at the club communicated in English reasoning that „you get paid in English pounds, so speak the language“ (Ibid).

Football academic „Alex“ recalls the career of George Graham whose Arsenal team

...were rigidly controlled, well organised and disciplined ready to die for each other but, because Graham was such a bastard to work for, you know they [players] were frightened of him, he was horrible to work with but he was successful (2.13).

The hard, disciplinarian approach to player management was, arguably, a result of both coaches’ personal experiences reinforcing traditionalist notions of „if it was good enough for me, its good enough for them“ dogma endemic in the domestic game. Recalling the way a foreign coach imposed his ideologically founded vision of an achieving occupational culture, „Gary“ ascribed his failings to poor man management. He claimed the coach seemed to „alienate the big hitters at the club, you know...Shearer, Batty, Speed and Rob Lee“ (2.2a) resulting in a loss of faith in the coach’s preparatory practices and team selections. Reinforcing this perception he felt the same coach, somewhat understandably, „didn’t have the players with him, because of the way he treated them“ (Ibid).

The Italian coaching experience of „Hamish“ divided opinion when he enforced some aspects at a *Premier League* club. „Adam“ confirmed the coach brought lots of new ideas that „upset the old guard“ (2.1) insisting players ate together and followed

different post activity recovery regimes. He also recalled an „if its not broken, don't fix it“ reticence amongst coaches who having „been on the coaching staff for a number of years weren't as open to change as they could have been“ (Ibid). His sentiments may reflect an open-minded attitude to innovation borne from respect for „Hamish“'s illustrious playing career. However stopping short of challenging their coach several other indigenous players („Steve“ and „Mark“) voiced concern over the practices he introduced on appointment. In this instance the coach was a former indigenous player repatriated following a period coaching in Italy. The reaction of the players suggest that *even though introduced by a compatriot*, innovative practices were considered antithetical to established, traditional tried and trusted methods and were resisted (and even ridiculed) whenever possible (2.4). Reflecting on „Hamish“'s impact „Matt“ was much more forthright in his opinion recalling it was „unbelievable...he wrecked it didn't he really?“ (2.10). Although acknowledging his immense contribution to the club as a former player, his coaching practices were anathema to well embedded protocols adding: „Italian training camps, oh my God „xxx“ [a former manager] would have turned in his grave“ (Ibid). As a journalist and broadcaster „Matt“'s effusive description could have been more open-minded, cognisant of developments in both the domestic and global game. His comments underline the power of tradition in resisting change irrespective of levels of involvement in the game.

„Les“ offered a contrasting perspective. In acknowledging the game had evolved he argued „Hamish“ had good ideas and that without his input the club would have been relegated. But the coach, a former captain of that club, arguably attempting to impose his authority, wanted to change things overnight „...it was revolution“ (2.16). He also made a significant point suggesting that senior pros who were „set in their ways“ (Ibid) would have responded better to staggered rather than instant revelation to „new habits“ (Ibid). In interview „Hamish“ disputed his perceived brusque managerial style arguing that „you have to be flexible today“ (2.6). Somewhat hypocritically, he admitted in interview to also identifying the „main men“ in a group of players affirming that „you could bully players, like I was bullied as a player by coaches and managers. But, those days have long gone, at the highest level anyway“ (Ibid).

„Adam“ saw „history repeating itself“ when „Hamish“ moved on to a leading Turkish club where the occupational culture proved equally engrained and resistant to change.

Given the coaches own aggressive playing style it is not surprising he sparked a series of confrontations with a group of closely knit players who nicknamed him „the Rottweiler“ (2.1). Interestingly when questioned about his Turkish experience „Hamish“ felt it a positive one finding „the Turkish players very receptive and wanting to better themselves“ (2.6). He reasoned their receptivity was facilitated by his stature as a „good player from a good league“ (Ibid) rather than his coaching ability. However, this may be considered both conceited and naïve when his attempts to introduce practices accrued when expatriated as a player and coach met with such abject failure at his *Premier League* appointment. Conceding, „Hamish“ later tried to modify his managerial approach „turning into father Christmas“ (2.1) and although „Adam“ considered him a „man’s“ manager, in a remarkably objective assessment of failed ideological importation, he added the coach’s appointment was too early for [the *Premier League* club]. Adding that he probably never learned his lesson [from the Turkish club], he declared that „I think he was a victim of his own vision“ unable to affect cultural modification (2.1).

Spanish coach „Xavier“ deemed it necessary to modify a club’s occupational culture through immediate implementation of his ideological visions concerning the way modern professional clubs should operate. His motivation was two-fold. Firstly, he felt it important to instil notions of better collective and personal levels of professionalism (2.17). Secondly, he felt the establishment of a positive atmosphere engenders assimilation of foreign players who may not be susceptible to the localised and wider reverence the club attracted.

In similar vein „Didier“ felt he needed to stamp his authority on what he perceived as an established failing training culture that needed change but, despite claims for „evolution, not revolution“ (2.5), he actually stirred one at his *Premier League* club. According to „Mick“ the coach alienated several of the older players by affecting „a complete change of everything...he thought he wanted to keep the ethos and mentality [but] it was a big change“ (2.26). Inadvertently confirming „Steve’s“ perception he was a „control freak“ (2.4) who „likes to take more credit than his team“ („Alex“, 2.13), „Didier“ stated that „the tactics and links between different lines of the team, the preparation, its all, its me who does it“ (2.5). Suggesting this was an expression of „Didier’s“ egotism „Mick“ felt the Frenchman was not all he claimed to

be, arguing „he talked the talk and said the right things to certain people“ (2.24). He also felt the Frenchman was too much in control of the occupational culture claiming players were not opinion-less robots and they „got tired“ of being treated that way (Ibid).

Tomlinson’s (1999) excellent examination of control structures in professional football, based on selected autobiographical accounts, suggests that the dominant managerial styles of the late twentieth century emanated from inflexible authoritarianism and normative behaviours whereby players needed to consistently exhibit a professional attitude (i.e. do what they are told to). Given the close affinity „Didier“ admitted towards the club, English football and academic as well as professional interest in the game’s evolution, he clearly emulated that managerial style. In many ways his management of the situation can be considered a sign of cultural assimilation whereby rather than reinforce his distinctiveness he employed a „traditional“ approach that typified English managers at that time. Hypocritical as it may appear his penchant for overseeing every aspect of team preparation is understandable since his job is at stake. However, wanting to manage a club in the English football conception and coach in the continental tradition was almost bound to attract contention and resistance rather than cultural hybridisation.

Confirming the controlling nature of „Didier“’s practice and managerial regimes „Mark“ found him to be „very regimental, insisting on good professionalism“, time keeping“ and dress code compliance (2.7). „He wanted to exert a certain amount of control...yeah, control everything“ (Ibid). Placing far greater emphasis on professionalism and personal responsibility than the previous regime, in interview the French coach espoused the virtues of his management style based on mutual trust „where you have got to be with them“ (2.5). However, critical analysis of initial and subsequent actions revealed an important discrepancy. Although his English assistant at the time confirmed the authoritative cultural modification paradigm, he contradicted the suggestion of collective spirit „Didier“ had valorised. The coach had enforced a strict disciplinary code that fined the players on a daily basis for a variety of things. His indigenous assistant manager „Les“ affirmed that „for being late, its £100 straight away and ...they moan like a fuckin dray“ (2.16). Admittedly all monies

go to a local children's charity but it suggests „mutual trust“ is metered out with an autocratic iron fist.

Further analysis of primary data indicates contrasting opinions expressed by coaches and players towards the managerial talents of „Didier“. First team coach „Dave“ feels the French coach possessed „honesty [and] integrity“ (2.8) in his dealings with players and staff, although admits players did not like his „schoolteacher“ regimens (2.4). A similarly positive endorsement was offered by „Alex“ who maintained „Didier“ profoundly influenced the club arguing he „changed the institution, he has changed the organisation that, you know, came from an anachronistic organisation“ (2.13). Clearly the coach saw beyond the first team realising the club needed radical modernisation and in this instance felt it necessary to act more holistically revamping both operational and occupational cultures. This attempted to engender an ultra-professional appearance that would also reflect the club's organisational culture image, previously tarnished by the errant actions of high profile players alluded to earlier. In interview the coach concerned confirmed he wanted to „influence the club itself, the life of the club, the atmosphere. We want to combine the culture of the club“ (2.5). His perceptions indicate that in seeing a need to modify a traditional culture he had also astutely discerned the close inter-relationship between occupational and organisational structural framings. Throughout data gathering informant opinion concerning „Didier's“ coaching and managerial abilities was surprisingly vitriolic considering the esteemed reputation the coach had established in both continental club and international football.

Based on his experience of working alongside two high profile non-indigenous coaches at international and *Premier League* club level „Dave“ found each in complete contrast to the cup-throwing, ranting and raving behaviour characterising coaching talent the English game seems able to generate (2.8). Convinced of the virtues of what he considers good professionalism he explains this difference is most apparent before a game and at half time. Having played for the same two coaches „Mark“ recalls neither was „a shouter“ (2.7) confirming their manner as anathema to most of his indigenous coaching experiences. Similarly, a much travelled Czech coach was considered „very softly spoken“ by „Rob“ who never saw him react angrily to players mistakes, preferring to adopt a calm, considered demeanour – again largely

anathema to most domestic coaches. „Dave“ considered a foreign England team coach „very calm, very collected, very assured“ (2.8) exhibiting consummate faith in his team but for „Mark, he „wasn“t a motivator“ (2.7).

In contrast, reflecting on „trench warfare“, masculinised terminology predominantly communicated by English coaches, any perceived detachment exhibited by foreign coaches is often considered a lack of passion for the game by indigenous coaches. Acknowledging all coaches are different and imperfect „Xavier“ alluded to the way fellow foreign coaches consistently seek to improve their practice but, more importantly, he distinguishes between English and non-indigenous coaches“ foci in their preparatory practices. He reasoned:

You have seen how Mourinho play (sic) organised...some of the English coaches, sorry managers, they have more passion, some of them try to transmit more passion and they don“t work on the tactical work as the foreign coaches...perfect manager can be a mix of all these things (2.17).

His observation in discerning between typically masculinised English commitment and notions of foreign objective detachment hints at his admiration for „passionate“ football within a disciplined tactical framework. Arguably he also underlines a semantic discrepancy in that his conception of passionate is more one of devotion and professional commitment to the game and its evolution. A more conventionally English explanation surrounds the place of honest effort and endeavour, „fighting“ opponents. Similar thoughts were expressed by „Dai“ who felt foreign coaches don“t lack passion but thought more deeply about the game and are more approachable than their English opposites (2.14).

On being asked about the mentality of foreign coaches when dealing with players, one former *Premier League* club manager was scathing in his assessment. Citing a reluctance to challenge players during and after poor performance he suggested „it“s a case of see you tomorrow“ hoping any key issues would subside („Harry“, 2.24). Arguably, the confrontational approach he advocates has its roots in the English warfare mindset engrained during professional playing education regimes where highly masculinised martial behaviours demanded shows of strength, fortitude and aggression. A measured approach to addressing problems in a less heated atmosphere



allows a game's frustrations to subside enabling considered rather than knee jerk reactive dialogue, likely to be more productive. Based on first hand experience of working with French, Italian and Dutch coaching talent „Dai“ highlighted contrasting post-match inquests. For him foreign coaches rarely analysed defeat or berated players in dressing rooms with „emotions running high“. The preferred approach was indeed to wait a few days after „watching the video probably with more of a perspective“ (2.14). „Mark's“ experience of playing in Spain added a European dimension asserting that „if you're a manager who likes a confrontation and who orders people about, you would not stay in the Real Madrid job – you'd be out“ (2.7). Paradoxically, calm almost detached post-match analysis is something indigenous players would welcome. According to a *Premier League* defender:

The last thing that players wanna (sic) hear is the manager every day of the week, the manager on a Saturday ranting and raving, the manager maybe on a Sunday morning coming in absolutely bollocking you, the manager on a Monday having a face as long as...(2.9).

Overall, it is logical to suggest that, because of the traditional power dynamics established in early professional club football, where the manager had to be referred to as „the boss“ or „gaffer“ and even within the discrete structural confines imposed by boards of directors or owners, a coach's supreme power is meted out according to personal demeanour. However this study contends that approaches adopted by non-indigenous coaching talent towards working with players in English professional football occupational cultures are generally less confrontational, better planned and acutely distinctive from most of their native counterparts.

A key factor in the recruitment of non-indigenous coaches is the distinctive perspectives they bring to the game. Because of that they are *expected* to impact upon the occupational and organisational cultures they are brought to. However, as discussion above suggests that does not necessarily equate to being welcomed with open arms. Central to occupational cultural modification and organisational success are players since it is they alone who are able to directly influence the outcome of games once they have crossed the metaphorical white line on to the pitch.

## 8.5 Resisting or refuting innovation: player power

Theoretically, the operational culture a coach establishes, founded on particular occupational cultures embedded in an organisational culture, confirms a paradox highlighted by Tomlinson (1999). For him, a club often „stands for tradition and continuity, but must also seek the new in order to stay at the top or find success“ (Ibid: 123). In what is essentially reference to dialectic tensions agency/structure confrontations can provoke, he adds that ostensibly symbiotic owner/director> coach and coach>player relationships are hierarchically controlled. In many ways this remains the situation since owners or directors exercise some control over their coaches who, in turn, control what players do, eat and how they behave. But, the data indicates these dialectics are shifting in favour of the players.

At the coaching and playing sub-cultural interface coaches may impart their technical and tactical knowledge to players in the form of personalised practices and methods that may signify them from rivals. However an important caveat here is that whilst players are required to act upon transmitted information they also possess specific knowledge, skills and understanding that differentiates them by virtue of their role (Tsoukas, 1996). Although not initiators they can be considered part of particular, institutionalised practice resonating with Bourdieu’s (op. cit.) thoughts articulated earlier.

In real terms, elite level football coaching and management is structured by what may be termed a „triad of appeasement“ whereby the manager or coach attempts to realise the ambitions of his employers, maintain a positive club image in the media and fan base whilst simultaneously keeping players convinced that his ideologies and preparatory practices are successful. This raises a dichotomy in the case of football since owners as principals devolve some power to coaches as agents who, in turn, devolve responsibility for team performances to the players. Whilst retaining the capacity to de/select players, coaches are feeling the effects of what is becoming an increasingly ubiquitous feature in the modern game – player power.

Some manifestations of player power have prompted a reaction from a prominent *Premier League* coach labelling them „selfish“ in engineering transfers whilst

remaining on their club's payroll (cited in Taylor and Hunter, 2010: 5). He was referring to combative Argentine midfielder Javier Mascherano who refused to play in fear of being cup tied or injured before a transfer to Barcelona was even officially sanctioned. The same act was repeated by goalkeeper Asmir Begovic who „wasn't in the right frame of mind" to play for Stoke City after the club refused to agree to sell him to Chelsea (Ibid). This contrasts sharply with Magaeu & Vallerand's (2003) research exploring the motivations of athletes engaged in individual sports that stresses the importance of a positive coach/athlete interface (autonomy-supportive behaviours). They found that „Western culture athletes constantly adjust and thwart their needs for autonomy to satisfy their coach's desires and expectations" (Ibid: 399). It is logical to theorise that any selfishness exhibited would be from coaches rather than footballers who are constantly reminded of their team roles and responsibilities. Yet, the opposite appears true.

It seems gone are the days when individual preferences are subjugated for the good of the whole and when players were considered subservient labour required to implement managers' instructions. Fully aware of their individual and collective importance to a club and its coaching staff contemporary players have become a different breed of employees. They appear quick to exploit opportunities to exercise their growing power within this particular occupational culture by ensuring as far as possible their needs are met. In short, they are the key factor since it is they who have the future of football at their feet.

Academic and staunch football supporter „Alex" argued strongly that:

You can't tell players what to do any more. Now you have to explain...you have to make players believe in what you are doing. They are in control now...so you need to sell the project to them (2.13).

His sentiments reinforce those communicated by „Didier" who claimed „twenty years ago you *told* players what to do. Now it's finished; today you have to explain. The most important word with top players is „Why?"...so you have to sell players your vision" (cited in Hopkins and Williams, 2001: 193). Data analysis and critique in this research has highlighted some of the difficulties both indigenous and, especially, expatriate coaching talent face in convincing players that changes to an established

occupational culture will prove beneficial. Yet, as football labour mobility increases exponentially, degrees of cultural cross-fertilization may occur if host nations experience (or actively seek) distinctive customs and practices. Where it can „escape“ the local, football labour mobility is effectively contributing to a fostering of the global as widening exposure to what is ostensibly innovation can gradually be subsumed into accepted practice or meet resistance. The same, it seems, can be said of this aspect of cultural practice, which may become even more prevalent as sporting labour assumes wider and more expansive tendencies and wage differentials between playing and coaching talent increase.

Conflict with established practices has evoked problems with employing expatriates especially in an environment that is both suspicious of, and resistant to, change. Yet, interestingly the most pronounced structural confines found in this research were those developed by members of the coaching subculture in the form of apathy and resistance to the practices introduced by non-indigenous coaches.

### **8.6 Expatriate innovation and native coaching talent: recognition Vs resistance?**

Giulianotti and Finn (2000: 256) argue forcefully that the impact of globalisation, „and the social responses of specific cultural groups and communities to global forms, are neither monochrome nor predetermined“. Focusing on change in world football, they explain how trans-national corporations and political elites attempt to champion homogenised forms of

...global cultural identity and practices on specific localities, the targets on whom this change is to be imposed do have some scope for agency and, thus choice, in terms of how they play and organise their sports (Ibid: 256).

Their perspective resonates strongly with principal findings of this research especially when globalisation processes, including migration, which form and deform the cultural sphere, impact on sub-cultural activity (Giulianotti and Robertson, 2009). The appointment of non-indigenous coaches involves relocation to a new geographical environment and although working with a familiar sub-culture they have to operate in a particular cultural context that may recognise and assimilate modification or resist and refute change.

Earlier discussion highlighted that „Xavier“’s migration from Spanish *La Liga* to *Premier League* coaching was partly due to his dissatisfaction with the DF/SD system favoured by many European clubs. Disillusioned with the acquisition of players he neither identified nor able to play in positions he specified at his previous club, the opportunity to „test“ himself in English football became increasingly attractive (2.17). „Xavier“ felt that by working with playing personnel he wanted and/or developed would enhance his coaching capabilities and, ultimately, his career prospects. In essence his motivation was intrinsic, since if successful, the team would principally signify him and his practices rather than, as on the continent, his employing club<sup>12</sup>. „Xavier“ joined an English club claiming not only to be technically and tactically „better than Mourinho and Wenger“ (2.17), therefore innately confident in his abilities to beat them, but drawn to England on the basis of promises made by his new club allowing him „to do the things I actually want“ (Ibid). It appears that in this instance not all things foreign are best and whilst English coaching prowess may be viewed with scepticism, ambitious non-indigenous coaches appear to admire more open recruitment structures and their capacity for enhanced career development.

Reaffirming his love for coaching, „Didier“ showed an almost reverent appreciation of football’s cultural heritage and rich history. In stressing a desire to work with players on the practice pitches he somewhat resignedly added „but you know it is a tradition in England, we’ve got the coaches, you’ve got the manager“ (2.5). Here disparities in spheres of influence in the recruitment process highlight a distinction between coaching and managing. „Ramon“ makes a salient point. He recalls that „ten years ago, speaking with managers in Spain, the envy was the respect the managers had in the English game and unfortunately we are losing that“ (2.20). Whilst his thoughts confirm the management restructure implicit in the establishment of a SD/DF tier, there was more than a hint of ambition in his response to be treated like a manager rather than a coach. Seeing the key feature of the role as one who decides „the philosophy of play, the youth structure, everything in the football club“ he hoped to be „given the time to see if the project is successful or not“ (Ibid). As valid as this perception is in underlining the short-termism continental coaches typically

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<sup>12</sup> See for example contrasting discussion in Ball, (2002); Carlin, (2004) and McManaman and Edworthy (2005), concerning the inculcated primacy of Real Madrid’s fortunes over playing and coaching staff reputation enhancement.

experience, it also exposed his managerial inexperience. Regardless of nationality, ambitious clubs have consistently displayed variable degrees of impatience with coaching appointments. Given the financial disparities between success and failure this is likely to be heightened rather than relaxed. Conversely, less ambitious and/or understanding employers are more likely to retain faith with incumbents but, again, the financial implications of relegation for example often influence tolerance levels.

Interestingly, when asked how he defined his role, self-confessed Anglophile the French coach declared himself „a manager who coaches a team“ (2.5) preferring to work directly with players. Significantly, both his assistant „Les“ and physiotherapist „Mick“, steeped in English football traditions, felt he was „a coach who manages“ (2.8, 2.26) clearly not considering him a manager in the „boss“ tradition. The self-image as a manager who also coaches appears discordant with both his staff and the original functions attributed to early team managers (Carter, 2006). Confirming this dichotomy has its roots in the game’s evolution former English international and *Premier League* coach „Karl“ saw himself as an „old fashion manager and quite frankly if someone said to me just be a coach I would say I am not a coach. I am a manager. I can coach“ (2.3).

Equally, working at the player: coaching interface on a daily basis is not the principal distinguishing feature as most informants in this study clearly did. The motives of „Didier“ help explain a subtle distinction. European club first team coaches, like their English manager counterparts, are solely responsible (and accountable) for team performance and achievement. He sees both as creators of teams since they are employed because of their technical and tactical capabilities for enhancing, developing and managing players at their disposal. Echoing Giddens’ (2001) notions of creator: created slants on the dialectic tensions inherent at the agency: structure interface, „Didier“ infers he feels his coaching abilities enable him to affect change in creating a particular operational culture. As an agent of change he was attempting to modify a structural entity and not merely become subsumed into one created by owners or previous managers. In short, expatriate coaches often feel it is their duty to modify an existing operational culture through introduction of their preferred, signifying practices as they move between clubs.

Yet, Salt (2005:17) suggests temporary opportunities are indeed actively sought (and offered to) highly skilled personnel as „part of [their] career development“. Although the focus of this study is principally on non-indigenous talent several English coaches have benefited from expatriate employment. For example Terry Venables felt invigorated from his brief managerial sojourn into Spanish football at Barcelona reporting the experience widened his „knowledge of European football“ proving helpful to the English national team (Venables, 1994: 228). Ron Atkinson (1999: 109) described his ninety-six day reign at Atletico Madrid as „truly football happiness“. Similarly Sir Bobby Robson felt positively affected by his various European tenures becoming „a better manager having experienced football in Holland, Portugal and Spain“ (Robson, 1998: 269).

„Dave“ advised that any opportunity to learn from others“ coaching practice, irrespective of nationality, should be taken at face value since his experience of working with foreign coaches at both club and international level has been very positive. Adopting a refreshingly open-minded attitude towards change in his professional practice, he philosophically reasons that:

Anybody who comes in with new ideas is bound to change, whether it be for good or for bad... whether it be foreign or English, we are always looking for innovation and for new ideas and I would say the influx of foreign coaches is bound to have a profound effect (2.8).

It was clear in interview he regarded continued development an important component of his professional life – a trait he shares with most foreign coaches. He was also aware other indigenous coaches might not have the same mindset or professional ambition. He added a very telling observation that, for him, when foreign coaches „come to this island, suddenly people start getting a little protective“ (Ibid). His solution was equally emphatic arguing when innovative practice is introduced there is no obligation to fully embrace it. Admitting some „people were wary of change“ (Ibid), he reinforced the continental „sponge-like“ thirst for knowledge „Neil“ described in endorsing selective receptivity according to how new practice fits a personal coaching framework - rather than simply rejecting it out of hand (2.21).

Outlining the need for indigenous coaches to continually enhance their personal and professional development „Didier“ advocated an equally positive approach suggesting „you have to be open“ (2.5). He also contended that he and other foreign coaches have taken the English game forward, claiming „we have had some influence that probably urged other managers to be curious and lets say inquisitive about what is going on“ (2.5). Cynics may say there is also curiosity value in novelty but his perception could apply to any dedicated coach regardless of nationality. The coach’s positivity may have been optimistic and although xenophobic-founded negativity exists, data points to significant levels of receptivity amongst indigenous coaching talent. His laudable suggestion that greater exposure to the work foreign coaches do behind closed doors would complement the different tactical problems they present to indigenous coaches could actually help cascade a more enlightened attitude. But, failure to consider why any coach should give away his personalised practices, his trade secrets, in the ultra competitive crucible of elite football, where so much is decided by success or failure, highlighted a curious perception of professional development. More importantly, it may have demonstrated a naivety borne from the non-professional background those within the game associate with outsiders. But, his openness was in stark contrast to the barriers indigenous talent appeared to present to innovation.

„Donal“ made a valid point. Mindful of a number of, what he considered, great indigenous coaches including Bill Nicholson (Tottenham) and Don Howe (Arsenal), he acknowledged continental coaches „have brought greater insight into the job“ (2.18) and suggested they introduced good ideas concerning the technical and tactical preparation of players. It transpired during telephone interview he felt most foreign coaches simply coach, but the best also manage in the English tradition. Based on a lifelong career in the game his perceptions, rather than simply highlight the largely semantic distinctions between the two roles, underlines the agency to change an existing occupational culture. Whilst this is often expected of new appointments, they may not necessarily have a mandate to be involved in larger organisational decisions. This perception supports the notion that some foreign coaches may move to England to have greater say in player recruitment for example. This was certainly true of „Xavier“ who affirmed part of his motivation for working in the Premiership was because „managers have more respect“ (2.17). He was referring to the friction and



frustration he experienced as a coach in his native Spain where an insistence on having a major part in transfer processes prompted his mobility.

Paradoxically, such observations also suggest that the common continental practice of principally appointing coaches to work with an inherited playing squad, ostensibly more professionally demanding, can cause (in)ability to manage in an organisational and traditionally English football sense is diminished. This theoretically makes them less employable in England. Using a foreign coach as an example „Donal“ contended his major failing was obvious discomfort in managing players. The foreign coach’s previous experience was exclusively of European personnel who, reinforcing earlier discussion, perceived their status as a vocation rather than the paid hobby conception widely held in England (Roderick, 2006). „Donal“ (2.18) also recalled the coach had no understanding of English players’ needs or cultural capital and in often training them three times a day interspersed with video analyses

...he killed them physically, mentally and team wise – no one wanted to play for him. He was a recipe for disaster“.

This seemingly scathing indictment of the coach’s tenure at the *Premier League* club was vindicated with the expatriate’s dismissal after less than one season. Such comments illustrate the difficulties experienced by expatriate elite labour where inconsiderate modification of a deeply embedded culture, especially when communicated in an impersonal way, is almost bound to be met with resistance before given a chance to prove its worth. The clubs hierarchy had hired (and sanctioned) him to introduce the practices he had found previous success with which meant changing a specific occupational cultural context. But, those at the sharp end - the players, expected to implement his approaches on the pitch - resisted what they felt were Draconian measures and as a result rejected the coach and his methods. It appears irrespective of the perceived appropriateness or utility of his particular practices and whether or not accepted by players, their value to an organisation is rendered meaningless unless they quickly produce achieving performances.

In contrast, when presented with the perception that foreign coaches have made no difference to the English game and that they were simply „reinventing the wheel“

(2.15), „Les“ was both effusive and unequivocal in his response, asserting it was „completely a load of codswallop“ (2.16). He reasoned:

We had got ourselves in a rut in this country going back many years...it's the same old thing, won the world cup in 1966, we have given the game to the world and we know how its best done [while] the quality of our football... was dwindling (Ibid).

Adding that although English players worked hard, most clubs and the national team were incapable of „stamping our authority on European football any more“ (Ibid) having fallen behind Germany, Spain, Italy and France. Admitting the English game had effectively buried its head in the sand and that he was „dyed in the wool old school“ (Ibid), he nonetheless reported a difference in English mentality towards football change. He maintained more owners and indigenous coaches are embracing innovative technical, tactical and support ideas. Having witnessed the introduction of new practices and, given his personal and club's successful heritage, his views have substance. In affirming increased receptivity and by stressing „evolution, not revolution“ he advocated gradual rather than immediate, Utopian cultural modification (Ibid).

Stressing a point concerning the perceived impact of foreign coaching talent, the perceptions of one participant resonate strongly with the rationale presented by Kleinman (2004) who contended non-indigenous talent should complement rather than replicate native labour. Although acknowledging the positive influence foreign coaches have had on player preparation and support, „Gary“ added that the English game could learn much from their presence. For him, „it's not a case of replacing, it's adding“ to aspects of the domestic game that non-indigenous coaching talent appears to admire especially how English players „don't roll over...and play with their heart“ (2.2a). His thoughts proved refreshing since whilst admitting English football was too insular, too stubborn and too bound by tradition, xenophobic reaction may prompt perceptions that foreign influence will suffocate the archetypal English style of play – what he considered the very fabric of the domestic game. But, he was willing to hybridise echoing notions of „selective receptivity“ advanced by „Dave“ (2. 8).

Similarly, former England national team coach „Ron“ rejected „Brian“’s view that foreign coaches simply repackaged the game claiming they have brought new ideas and different ways of coaching and how modern football teams should play in a number of tactical frameworks. Pointing out how foreign coaches have turned employment of scientific support dimensions into accepted practice, he believes they have „taken English football forward and Arsene’s teams in particular have moved the game to a higher level“ (2.23). Famous French coach Guy Roux (Auxerre) agrees confirming that, for him, „foreign coaches have modernised English football“ (translated from Roux, 2004: 32). He claimed that „it was French and Italian coaches like Wenger, Houllier and Vialli who brought modern training methods“ and in a thinly veiled reminder of pivotal football moments such as the 1953 Hungary defeat added „...it is once again continental coaches who taught [the English] to play the ball better“ (Ibid).

Much-travelled conditioning coach „Neil“ offered an equally forthright opinion about the domestic game asserting that „the English approach to player and team preparation is a million miles away from the Brazilian approach...so detailed“ (2.21). His thoughts have substance since he has spent time working with a range of South American coaches evoking his belief that foreign coaches are more like „consultants as in industry“ who employ a specific approach to a specific situation (Ibid). These perceptions support earlier discussion highlighting their adaptability and flexibility in adjusting to different environments, available playing personnel and football cultures. This ability distinguishes them from many English coaches who simply transplant their „way“ regardless of context. For example following Terry Venables to both Tottenham and Barcelona, striker Steve Archibald confided to „Jimmy“ that the coach did not do anything different merely transplanted his preferred practices to another football culture and a new set of players. In doing so he demonstrated little adjustment or consideration for the new culture he was operating in (2.13), thus rendering the coach’s earlier claims of reinvigoration contradictory (Venables, 1994). Based on his playing experiences in Spain „Mark“ found this incredulous, suggesting it was „impossible to go over there and not learn anything“ (2.7).

Hence it may be argued that unlike many of their English counterparts foreign coaches modify their expatriate practice according to differences in player quality,

organisational culture and, most importantly, occupational culture. This is especially true when establishing an operational culture founded on their fluid playing ideologies and preferred preparatory practices. „Neil“ added a specialist-coaching dimension, contending English coaches feel „intimidated“ when new ideas are advanced (2.22). He felt that when taken out of their experientially based comfort zone their unease is palpable, displaying a stubborn attitude, refusing to acknowledge change. In contrast his perception of foreign coaches was one of enlightenment, suggesting those he has worked with have a „winning mentality - not false modesty“ (Ibid). Dismissing media images of Jose Mourinho as arrogant „Neil“ considered the coach merely exuded confidence that his teams were well prepared and that his demeanour is that of someone assured of his coaching capabilities.

Clearly immersing himself in nostalgia during interview „Brian“ confirmed English clubs have always relied on „tried and trusted“ methods...it was just experience, nothing scientific“ (2.15). Although later admitting foreign coaches had catalysed *slight* change in „traditional club culture“, he belligerently argued a heightened nationalistic standpoint positing „the way football is, it would have happened anyway“ (Ibid). These contradictory comments appear to suggest evolutionary developments in football principally only occurred in England and that any modifications made elsewhere were subordinate to established practice. In short, he felt the English game was still the model others aspired to. Perhaps his reluctance to even consider innovation was limited by jingoistic optimism but his effusive articulation suggested he genuinely felt English football club cultures were so effective they only required superficial rather than structural change. His perceptions resonate with earlier discussion highlighting immense nationalistic trust in English attitudes that effort and spirit will prevail over more informed, detailed and thoughtful preparatory and operational cultures. A former England youth coach confirmed a mentality engrained in players of „if you can’t think your way out, fight it out“ clearly persists in the domestic game (Cartwright, cited in Hopkins and Williams, 2001: 177).

Former *Premier League* coach and manager „Brian“ (2.15) also argued perceptions that foreign coaches bring different preparatory approaches are fallacious. He concluded:

I mean people put a label on it and write books about it, but it doesn't make a lot of difference...it's a case of the Emperor's new clothes.

He implied foreign coaches complicate the game, the principles of which are immutable and, therefore, make exactly the same demands of players. Passionate in his attack on what he considered the superficial but media-hyped influence of non-indigenous talent he feels „some coach for the sake of it“. Showing dismissive disregard he added that exotic tactical formations mean little since as with any coach „at the end of the day, you're only as good as your players“ (Ibid).

In interview experienced manager „Hamish“ also consistently stressed the primacy of having good players in his team who were able to make decisions on the pitch. Obviously influenced by personal playing experiences, having high quality personnel available appeared to be justification for minimal coaching input. This perception may have underpinned his negative view of other coaches arguing „I have never worked with a great coach, I have never seen a great coach, I have seen sessions put on...“(2.6). His pedantic pessimism really illustrated an increasingly apparent reticence some players and coaches show towards external input. This is even more astonishing given that the coaches „Hamish“ once played under were amongst the most successful in English football history.

Clearly displaying an arrogant streak he went on to state that foreign coaches merely bring

...a different warm up, a different cross-over when there's shooting on or a different way, that's all I see. I've not seen anyone put anything on the football pitch and I've gone wow. I'm not going to change my philosophy, that's gonna make me think about football (2.6).

The thrust of his contention was that he felt that if non-indigenous coaches impacted on football coaching practice at all, it was superficial rather than deeper, radical change. Concluding his way was the best and no other perspective would affect his opinion – his thoughts were a heady cocktail of xenophobia, arrogance and traditionalism.

Reflecting on the success of some foreign coaches, „Jimmy“ contended „they have just managed to attract top *Premier League* players, it's nothing to do with team shape,

organisation, tactics or anything" (2.12). A recurrent theme emanating from a number of primary information sources was the benefits of European player identification that enabled a number of foreign coaches to source relatively unknown but high quality talent. Given his comments, and clearly evidenced by steadily rising levels of non-indigenous players, this perception appears somewhat hypocritical since scouting networks and working knowledge of other leagues introduced by foreign coaches have been fully exploited by English clubs.

„Jimmy" (2.12) offered some very strong views on the perceived influence of foreign coaches. Although acknowledging „they brought different qualities...in terms of technical and tactical input" he pointedly added that as an international coach „they didn't add anything to the game. I didn't see anything in their teams that was revolutionary or what was even unusual" concluding that „foreign is not better...we can learn something from foreign managers; we can go abroad and see how they work".

Taking his national team assistants to see the highly regarded Ajax approach to player development, espousing small sided games with an emphasis on skill enhancement rather than winning, he recalled „they saw an under 10 game that was 11v11, two parents fighting and kids kicking each other...so this was the great Dutch model" (Ibid). Admitting to being „very cynical of the Dutch...I don't think the Dutch methods are any better than anywhere else" (Ibid). His bigotry was hard to understand given his rich coaching background and the number of observational visits to other nations, at his own association's expense, paradoxically funded to facilitate assimilation rather than rejection of innovation. A guarded openness in going abroad may have been a form of condescension in that, although recognising some value in accruing additional knowledge, it was better gleaned from afar rather than on his own football doorstep. His inference appeared one of wanting to learn but he was clearly uneasy about non-indigenous talent working in an English context. This could have been because he felt expatriate coaching would be adversely affected when transplanted in a different football environment. Or, he could have been displaying a professionally embedded pre-conception that no matter what he saw foreign was inferior. Interestingly, „Karl" (2.3) contended foreign coaches „over-coach" arguing

...there is a mystique about foreign coaches... basically football is a simple game but you know it is complicated along the way by coaching if you're honest".

This appraisal could suggest continental coaching is overly analytical and that technical and tactical information given to players should focus on macro rather than micro issues. Or, his reticence could be masking disparate levels of technical or tactical knowledge between his and those demonstrated by non-indigenous talent. However when asking if he thought foreign coaching brought benefits to the English game „Steve“ was equally adamant in his response claiming „I think it's a myth actually“ (2.4). This sentiment was echoed by former Arsenal manager George Graham who declared „I have nothing against the employment of continental coaches and the ones who have come here have, in general, done very well. But I can't help thinking... people hail all foreign coaches as geniuses“ (Graham, 2002: S3) Claiming a particular foreign coach was „the luckiest bastard that has ever been... Why?... great goalkeeper and back four plus he inherited Bergkamp“, experienced manager „Harry“ reluctantly conceded the coach „didn't change it... that's good management“ (2.24). His appraisal, begrudged as it appears, is really professional recognition that change was not made for the sake of it and affecting cultural modification should be considerate of existing talent. In a business sense this would appear astute practice. Effective football management is no different but as the data infers there is a tendency to attempt utopian change that some coaches find difficult to resist on appointment regardless of nationality.

## **8.7 Summary**

Aspects of this research both reinforce and enhance notions of structural power and agency to embrace, challenge or resist change advanced earlier by Sugden and Tomlinson (2004). Given its importance to society English football can be considered a social and cultural institution. However the game also institutionalises particular behaviours ranging from hooliganism to practices those involved in the game engage in on a daily basis. This is particularly apposite when the self-bequeathed supremacy of the indigenous game, and those who coach it, is threatened from above by foreign owners and, especially from below by non-indigenous coaching talent. This helps explain the defensive posturing from domestic practitioners. For example elements of

xenophobic reaction featured prominently in data analysis where thinly disguised comments were voiced concerning the threat foreign coaches posed to indigenous talent development (2.6, 2.12, 2.19).

Levitt, DeWind and Vertovec (2003) perceive highly skilled migrant workers as „transnational“ in the sense that as expatriates they may not fully engage in the prevailing culture (including occupational culture). Moreover they suggest émigrés may prefer to maintain strong links with their native countries through the establishment of „enclaves“ whereby their own cultural values, beliefs and practices are continuously reinforced by compatriots. Peixoto (op. cit) also refers to the value of enclaves in helping migrant adjustment to new social and workspaces. This substantiates earlier analysis presented in this research highlighting the tendency, particularly apparent in non-indigenous coaches, of whole coaching support team importation to re-create previous occupational cultures. This ploy would also expedite the introduction of a new managers preferred practices (Table N). However, the multi-national composition of most *Premier League* clubs and the acuity shown in the appointment of native assistants suggests foreign coaches (and owners) are aware of the need to connect with prevailing club and wider football cultures.

In an unmitigated critique of „Didier“s“ attempts to merge his practices with what was for him a different football culture „Mick“ remarked:

You know at the end of the day being a teacher in France and coming over to XXXX for an eighteen month [teaching] placement doesn't in any shape or form mean you know anything really about the roots of the game (2.26).

With xenophobic dogma clearly intensifying he added:

Its everything you have been brought up on, its about the game and I think no-one [other than the English] understands English football...Its like us going to working in Spain or Italy, what would we know, you know, about the mentality of the Basques...(Ibid).

Given the scepticism players often show to outsiders, and the highly masculinised football „education“ they receive involving transmission of sub-cultural behaviours, values and beliefs, „Didier“ made a startling revelation in response that underlined the lack of understanding of the English pro „Mick“ alluded to. The coach firmly believed



„if you are nice, the players will play for you, they will be even nicer. I mean the nicer you are the stronger you get the commitment to you“ (2.5). His thoughts contradicted „Les“'s earlier references to a self-conferred „ruthless“ streak (2.19) and proclivity for fining miscreant players who fail to meet his behaviour standards. Admittedly, the French coach had inherited an established „spice boy“ culture that had proved difficult for the previous coach to manage. More importantly the players consistently failed to produce effective performances on the pitch. Yet „Didier“ confirmed his different approach to managing players through the process of cultural modification suggesting „you see I think leadership is about care and love“ (2.5). Bizarrely, when asked about his reaction to players who let him down despite him giving them love he responded with a Gallic shrug. This articulation of his thoughts displayed a palpable naivety, as most English professional players would perceive that management style as weak, confirming „Alex“'s assessment that he „did not understand the English pro culture and was too much out of his depth“ at his *Premier League* club (2.13).

Laudable as it sounds, perhaps this approach would work in some business organisations. However, disregarding pastoral care afforded to employees in times of crisis or despair, experience, even in the context of research neutrality, makes it difficult to imagine uncompromising defenders in the mould of Tony Adams or Nemaja Vidic demanding love be shown to them by their managers. It could be argued that some players need constant reassurance, praise or attention and that most players, in common with any employee, like to feel valued. But, such is the power of players they can dictate who coaches them and how they should be managed as Luiz Felipe Scolari found to his cost at Chelsea (Fifield, 2009). Unsurprisingly, when asked whom he would prefer to work for „Mick“ was unequivocal in his response of „a British coach, without a shadow of a doubt“ (2.26). This hypercritical analysis of foreign coaches effectively adds strength to „Jimmy“'s vehement dissonance with Blatter's (2007: 14) endorsement of non-indigenous talent coaching national teams. He summarised that native coaches are better placed because „they know the culture, the mentality of the players“ (2.12).

Levitt et al (2003) point out that those emigrants who find assimilation difficult for whatever reason (homesickness or xenophobic tensions with indigenous workers) are more likely to repatriate or move internationally rather than move intra-nationally.

Despite the commonality afforded by operating within a particular sub-culture (ie. the peculiarities of professional football club culture compared to other occupations), some non-indigenous workers/football coaches may not readily appreciate the vagaries of the host nation's culture. A failure to see the significance of working within a particular cultural environment may inhibit success on the pitch, often resulting in a career stifling rather than enlightening experience. This helps explain why circulatory migration is more pronounced amongst foreign talent given the English tendency for insularity rather than Europeanisation as this thesis advocates. Earlier xenophobic disregard (arguably professional assassination) for „Didier's“ abilities and insecure personality, perceived as antithetical to contemporary English football club management, became quite vicious with „Jimmy“ in particular boasting „I am not seduced by [him]“ (2.12). Equally, there was no hesitancy from „Matt“ when questioned about the coach's ability and impact on a leading Premiership club replying bluntly „I think he was a phoney“ (2.10). The sentiment offered by „Adam“ was even more scathing describing him as „a fraud with a French accent“ (2.1).

Opinion is arguably the fulcrum on which football divides or unites given the depth of debate the game provokes from its terraces to inner sanctums. It was, however, impossible to predict the open hostility the presence of foreign coaches generated within people who have more than a passing interest in the game. All participants in the research had experience of professional involvement in elite level club football and, ostensibly, how it can be played. They had not been marooned or banished to a football time warp where the English continued to globalise the game. Every participant was acutely aware of the demise of English football and the influences of European talent yet there existed a swell of negative opinion founded on misplaced myopia and xenophobic dismissal of innovative practice that proved as surprising as it was vitriolic. From a former professional coaching perspective, this was somewhat disheartening. On reflection, the levels of xenophobia and arrogance this research found were both disappointing and disconcerting. Having experienced employment at elite level English club football a firmly held personal belief was that coaching process and practice should be open to innovation rather than resistant and reclusive.

A fundamental coaching contradiction became increasingly apparent as the research unfolded. The institutionalised sub-cultural belief that „a coach is only as good as his

players" (2.15) completely contradicts the central purpose of the coaching process itself which concerns helping performers improve. Clearly the application of performance enhancing practice can only be realised by the players themselves. But, if the dogma is taken to its logical conclusion, the belief actually justifies the installation of the DF/SD tier so many indigenous coaches oppose and renders them obsolete. Since, once guided through their formative years, top players would merely need conditioning advice. Moreover, the mantra, in essence, only requires indigenous coaches to have limited technical and tactical knowledge, as high quality players are able to solve problems on the pitch according to „Hamish"s" contention. Hence any perceived threat from non-indigenous coaches is rebuffed with disdainful dissonance and a grounded „professional" arrogance that may be perceived as an attempt to deflect from native coaching deficiencies.

The first athlete to run a sub-four minute mile, Roger Bannister, made an interesting point in relation to the dynamics of a coach: performer relationship. Talking of New Zealander runner Peter Snell, Bannister (2004: 208) affirms that he was an athlete

...of enormous ability and in a sense we might say such an athlete sometimes makes the coaches reputation rather than vice versa. It is time the schedules devised by some coaches were put under scrutiny...in order to find out what is really valid and what is mere dogma and custom.

The sentiment of Bannister"s observations serve to confirm that although the coach is instrumental in how his team performs, it is the players, not him, that actually implement his preparatory practices.

This thesis argues reluctance to embrace innovative approaches to team/player preparation and the ways in which power is distributed and exercised in this sub-cultural context may not only underpin reliance on established „traditional" protocols. The levels of distain exhibited by prosaic domestic coaches can also act as defensive, superficial veneers covering technical and tactical inadequacies supposedly bequeathed on those with a lifetime"s experience in the game.

Bannister"s (Ibid.) candid appraisal underlines how much of „accepted" coaching practice is shrouded in uncritical belief in tried and trusted formulae. Those who have

experienced the short life span of elite level coaching would attest the primacy of obtaining success over time constrained periods is not conducive to experimentation or adoption of innovative team preparation methods. However, as with the case of „Karl“ who attracted criticism of his outdated methods at both club and national team level (2.3), reluctance to acknowledge the modern game requires support in preparing players for more technically demanding, higher intensity matches and effective tactical arrangements is obstinacy at best. At worst it can be considered institutionalised apathy founded on nostalgic jingoism.

## **Chapter 9**

**Conclusion: English football: respectful traditionalism or myopic arrogance?**

## **English football: respectful traditionalism or myopic arrogance?**

As football permeated into many of the world's nations its missionaries *expected* its unilateral acceptance. The knowledge possessed by English players and coaches was eagerly sought and consumed by proselytes across a range of cultural contexts. A resultant mix of partial rejection and adaptation spawned several distinctive game forms. However, of greater interest was the way some nations interpreted the game differently emphasising particular aspects of the technical and tactical instruction they received from English (and other) expatriates. In contrast, a combination of hauteur and myopia culminated in England's self-imposed isolation from developments occurring elsewhere in the world. Consequently, the country that played a principal role in the game's global diffusion suddenly found itself usurped by other football cultures. In turn, realisation dawned that the English did not have copyright on the game – it had become a symbol of globalisation and belonged to the world.

Paradoxically, rather than embrace the different approaches to team and player preparation and tactical deployment of personnel other national teams displayed, any invitation to adopt such innovation was rebuffed. The game in England had engendered a supreme belief that *its way*, was *the only way* to play. An arrogant mindset, arguably nourished by the game's popular appeal, engrained an inherent stubbornness within professionals and administrators alike. A manifestation of this myopia was the resistance shown towards ideals presented by foreign players and coaches. However, despite its innate simplicity there is no one best way of playing the game since like many other aspects of socio-cultural life it is subject to evolution.

That the presence of foreign coaches have influenced team and player preparation practices is beyond doubt since almost every professional club has integrated their innovative training practices and playing protocols to varying degrees. In identifying and critically analysing both structural and sub-cultural receptivity and resistance this thesis has provided a unique perspective of the dynamics of the process of cultural modification and claims non-indigenous coaches *have* influenced English football.

A contention advanced in this research is that being accustomed to the DF/SD management tier actively develops continental coaching talent since great emphasis

(and faith) is placed on ability to maximise the effectiveness of available playing resources. Optimising the performance of a range of individual competences requires substantial technical knowledge and tactical acumen which, if acquired, develops a much wider coaching repertoire than most indigenous coaches are likely to possess. Given the differences in coach education already discussed and, cognisant of the dangers of inference and generalisation, it may be argued that the „English way“ is essentially a self-imposed restricted and restrictive coaching equivalent of a comfort zone. Moreover, such traditionalism emanates from an ingrained nostalgia that honest endeavour will prevail over superior technical ability and deeper tactical understanding. In contrast, the higher quality „education“ received by continental counterparts develops greater self-confidence in the ability to work in a variety of tactical formations with players of varying technical competence irrespective of geographical or cultural location.

In helping enhance both wider and sporting labour movement literature this research has highlighted the emergence of a highly mobile coaching talent elite - particularly from Continental Europe. In addition to being multilingual many appear adept at seamless adaptation to any cultural nuances and expectations presented by the football environment they operate within. Such flexibility coupled with a greater repertoire of tactical and technical knowledge and understanding clearly makes them a threat to indigenous coaching talent. This is further compounded by distinctive team and player preparation methods, which when contrasted with those traditionally employed by native coaches, helps increase their attractiveness to football club owners or directors seeking different approaches to organisational success.

The symbolic reverence to traditional practices, highlighted by rich insider primary data, is largely anathema to current developments in contemporary world football as non-indigenous playing and coaching talent continues to permeate into the domestic game. Despite being outwardly „glocal“ clubs are certainly acquiring a much more cosmopolitan playing, coaching and administrative appearance. McGovern's (2002) repudiation of globalisation in favour of internationalised labour mobility, based on migratory personnel flowing into English professional football, predicted a global football market would not develop. Arguably naïve, to date his prognosis is proving unfounded. It is more apposite to acknowledge that the range and scale of inter-

national football-related labour movement has increased manifold, and that, as others confirm, a range of globalisation factors beyond the economic underpin football talent recruitment (Jarvie, 2006; Giulianotti and Robertson, 2009).

Data analysed in this study supports Vertovec's (2007) claim that circular forms of highly skilled migration are becoming increasingly common as talent fluctuates between donor and host cultures<sup>13</sup>. However, the football-specific data presented show a much wider range of career mobility patterns than previously demonstrated. In doing so it is argued that Vertovec's (Ibid) conception of circular mobility is founded on employment that moves periodically between foreign and native cultures. This research widens the concept since it demonstrates and explains an increasing tendency for expatriation across a range of foreign postings punctuated by intermittent rather than regular returns to familiar cultures. Moreover such '*circulatory*' rather than circular mobility is both more pronounced and expansive than existing literature suggests. Hence this thesis has advanced existing knowledge.

Using the term 'internationalisation' to describe particular forms of pan-European labour movement, Salt (1992: 484) associated the tendency with 'evolving corporate business structures'. The focus of his study was the recruitment strategies adopted by organic organisations seeking to adapt to changing economic conditions. Data presented in this research supports his earlier observations that highly skilled labour would display exponential growth. However, in using that trend as a point of departure this study also identified an element of symbiosis whereby a foreign coach, in being recruited to develop a club's performance levels, uses operational/occupational cultures as a series of short-term tenures to enhance personal employability. Broadly agreeing with Kale and Little's (2006) observations, primary data confirms the existence of a nomadic international elite willing and able to relocate to geographic and economic areas where personal and professional rewards are greater. However it also suggests that highly skilled labour circulates between expanding ranges of employment opportunities on the basis of enhanced experience or qualifications accrued elsewhere. As a result, this study has redefined coaching

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<sup>13</sup> For example the career contingencies of Leo Beenhaker, Carlos Perreira and Claudio Ranieri show periods abroad punctuated by repatriated postings (see Table A).



talent migratory movement demonstrating how a range of contingent mobility patterns can be considered from a career enhancement, resurrection or extension perspective.

Accordingly it is argued this research extends current literature affirming foreign coaching mobility is an increasingly important aspect of elite sporting labour movement. Although findings principally support notions of increasing circulatory migration their inferences have added a further dimension to the concept of migration through the identification of a range of distinctive career patterns. In addition to being willing to work across football and geographical contexts, the capabilities of a well-educated elite coaching workforce are enhanced through familiarity with a DF/SD management structure that demands high order technical and tactical understanding. When considered alongside the evidence presented this study argues that foreign coaching talent, in contrast to the majority of their English counterparts, use employment in other football cultures as part of a career development plan.

Data analysed also confirm a desire to move abroad is markedly more developed amongst continental coaching talent than their English counterparts (Tables C, F and I). Mirroring both the initial out-migration of playing and coaching talent and increasingly common penchant for recruiting non-indigenous personnel, current mobility trends amongst native coaches show a reluctance to work in unfamiliar occupational culture settings. Arguably any lack of outward movement may be due to the relative unpopularity of what other nationalities may consider outdated, prosaic coaching emphasising physicality and intensity founded play rather than technical proficiency or tactical innovation. Yet, refreshingly, the notion has attracted indigenous attention with former England coach Steve McClaren stating his expatriation to Holland with FC Twente and the *Bundesliga* with Wolfsburg was part of a wider plan to enhance his knowledge and experience. He feels a „continental“ style career path will facilitate continued access to a wider range of football cultures.

Experience of a variety of football cultures are pro-actively sought by non-indigenous talent as a means of enhancing employability potential on the basis of familiarity with a range of playing styles, strategies and occupational or organisational cultures.

Contemporary foreign coaches including Eric Gerets, Carlot Quieroz, Jose Mourinho, Rafael Benitez, Roberto Mancini, Guus Hiddink, Martin Jol and Carlo Ancellotti have

consistently secured employment amongst the world's most prestigious clubs. Some have achieved success and moved on to other similarly high status clubs whilst others have not realised owners' ambitions. In either scenario this thesis confirms that foreign coaches view their employment resume as a series of „projects“. In stark contrast with their English counterparts, this mentality prompts a mindset that dismissal is considered an occupational hurdle to be overcome rather than an occupational hazard to be scared of. Consequently, even in times of adversity they have no „fear“ of failure and when threatened from above they remain true to their ideals preferring to play rather than kick their way out of trouble or a pressure to win cascaded by owners.

Conclusions drawn from high quality primary sources also contradict Peixoto's (2001) examination of highly skilled labour mobility. His empirical study of multinational corporations suggested strategically recruited top management were „totally conversant with the company mechanics and are imbued with its organisational culture“ (Ibid: 1039). It is likely that a foreign coach is aware of a club's heritage, traditions and playing staff but contrary to the way TNCs are virtually free to transfer staff across borders coaching talent mobility is facilitated by commonality of occupational rather than organisational culture. Coaching talent often has to „fit“ into a range of organisational cultures since clubs and their particular cultures frequently differ. Yet, it is also likely a TNC will have developed an overarching „parent“ company culture that facilitates effective relocation and transfer of knowledge. Although it might be argued Peixoto's work (Ibid) lacks the broader analysis of this research both confirm the existence of a global current of skilled personnel largely driven by aggressive organisational recruitment strategies. More significantly, it is argued, in responding to his advocacy of further research into migration tendencies, the particular patterns of global mobility identified in this study are complemented by the perceptions of indigenous talent. In doing so it is claimed this uniquely positioned study adds an extra dimension to understanding of the interdependent factors affecting highly skilled mobility and native receptivity to cultural modification.

The increased intensity of inter- and trans-national flows of people, information and commodities connected with globalised sport is eroding the nostalgic, parochial

sanctuary of „them“ and „us“ perceptions (Missiroli, 2002). However this research contends the same is not true of football-related migration. No longer can nation-states fully protect their national distinctiveness or identity. Migration is a powerful force that may be controlled to some degree with managed border entry or through quota systems. Yet even within the broader context of globalisation processes, migrant labour maintains the capacity, to varying degrees, of modifying a host culture.

Contending English football was in denial and needed to draw on influences from other countries the research found the presence of foreign coaches has catalysed football cross-fertilisation. However, in doing so they brought in different practices some within the English game were unwilling to contemplate. It may be concluded that England’s self-imposed isolationism from world football was tantamount to defensive protection of misplaced arrogance that actually fuelled continued reliance on its physicality and team spirit. In contrast, football in Europe and beyond learned about scientifically influenced conditioning and player support. This thesis also claims superior, open-minded approaches to coach education help permeate deeper knowledge and understanding of the game’s technical demands. In addition, continental coaches are better equipped to prepare their teams in a range of tactical deployments. Moreover, they encourage divergent thinking amongst players empowering them to both identify and solve problems they encounter on the pitch. This mindset contrasts sharply with the traditional „manager as boss“ perception many within the game see as a right rather than responsibility. Of course, there have been indigenous coaches who have allowed their players more licence to express themselves in games. But, it can be argued any difference between the two approaches lies in coaches’ self-confidence in their abilities and knowledge of the game where player empowerment is perceived a means of realising coaches’ plans – not replacing them to hide any technical or tactical insecurity.

The concept of „glocalisation“ facilitates „both cultural divergence *and* convergence“ [emphasis added] which Giulianotti and Robertson (2009: 46) feel represents a „duality of glocality“ (Ibid) whereby cultural heterogenisation and homogenisation are complementary rather than confrontational. Evidence presented in this research supports their advocacy of symbiotic cultural distinctiveness and cultural diffusion

since the practices that differentiate foreign coaches remain symbolically distinctive. Yet, the thesis found that, ironically, foreigners like „Ramon“, „Didier“ and „Xavier“ did not see their methods as particularly innovative. For them, they were simply the application of an enquiring mind to a profession that relies on distinctiveness to procure success over rival enterprises.

In addition, class divides accentuates differentials in preparation. Many foreign coaches including Capello, Di Matteo, Benitez, Mourinho, Houllier and Wenger are from middle class backgrounds. Arguably mirroring its roots English football remains determinedly working class and deeply suspicious of „education“. This trait is in stark contrast to continental coaches who think more deeply about football and appear much more open to learning, considering the game a profession rather than an occupation - further distinguishing them from native tradition and narcissistic stubbornness. Their measured approach to technical and tactical preparation is supported by the calmness before and during matches several participants observed. Foreign coaches (and players) are not accustomed to the archetypal teacup-throwing „Mike Bassett“ coaching incarnations that typically stalk dressing rooms and dugouts like a Tyrannosaurus Rex. Unlike like their domestic counterparts who rant and roar when their dinosaur thinking and actions are frustrated, a signifying practice exhibited by most non-indigenous coaches is to treat players like adults persuading and coaxing rather than intimidating. An obvious manifestation is where, irrespective of result, post-match analysis is commonly conducted in a considered, pro-active rather than an irrational, reactive way.

This thesis contends new levels of professionalism bound within innovative preparatory practices introduced by non-indigenous talent represent a seismic shift from an accepted English proclivity to muddle through employing archaic tried and trusted approaches. However, although the distinctive practices non-indigenous talent have introduced are becoming increasingly assimilated into elite level English football occupational cultures the data also reveals that xenophobia, nostalgic jingoism and myopic arrogance remain alive and well. This is somewhat ironic given that, although as „transfer agents“ early English expatriate coaches possessed knowledge novices did not, many displayed an enlightenment and ability to adapt to the football contexts they found themselves in. Yet, when exposed to knowledge and practice *introduced by*

*foreign coaches* such enlightenment, for some modern coaches, retreats to entrenched resistance in the misguided belief that „foreign“ can never be better.

Endorsing notions that more high status club employment opportunities should be afforded to native coaching talent and acknowledging a perception exists that it’s good to bring in a „foreigner“, some participants vehemently defended a non-indigenous talent presence. For them, the blame for any domestic coaching resistance lay firmly at the feet of those involved in English football. Evidence of receptivity amongst native coaches, who adopted a mentality that it would be insular of the English to say foreign talent cannot influence the domestic game, was both refreshing and rewarding. There was also a sense of optimism that English football was on a learning curve and that the endemic mindset evident prior to the 1953 England-Hungary match was gradually succumbing to the game’s modernisation.

### **9.1 Summary and concluding recommendations**

Hopcraft’s (1968) seminal text *„The Football man: people and passions in soccer‘* provided a powerful narrative of the closed cultural world of professional football. Insider objectivism radiating from personal life experiences underpins this uniquely placed study and although like Hopcraft is critical of English insularity and arrogance, it goes beyond his tendency for patronisation of foreign football – ironically a legacy of his own experiences on the terraces. Rather, this research critically reviews the range of perceptions held by those with deep knowledge of elite level English football.

Data presented in chapter 6 have identified a number of career patterns evident in the movement of coaching talent evoking and expanding links to elite labour and wider migration theory. Moreover, discussion and critical analysis of sub-cultural activity in realising organisational aims has attached importance to establishing and maintaining a successful operational culture (chapters 7 and 8). Central to realising organisational performance are the distinctive practices a coach introduces to optimise player and team performance within the occupational culture he establishes - that may signify him and the club. This research has re-conceptualised the occupational culture inherent in English professional football through demonstration of the influence of

non-indigenous coaching talent plays in helping determine particular clubs' operations. In doing so the study has shown mobile coaching labour to be at the sharp end of a complex and contentious process. Despite obvious resistance it is argued the domestic game itself has benefited from the innovative practice and support mechanisms introduced by foreign coaching talent as levels of receptivity, and acknowledgement, increase.

Critical analysis and discussion suggested many footballers think they exist in a parallel universe where any private or public indiscretions are not subject to the same behaviour protocols governing the rest of society. The same can be said of English football itself that appears to wallow in self-conferred glory because of its status as the game's birthplace yet simultaneously refuses to acknowledge that the game is evolutionary rather than revolutionary. Hence any resistance shown by players and coaches is likely to have been structured by the English game itself.

English football has witnessed profound change over the last two decades. Even in light of „fit and proper“ testing, the financial attractiveness of elite football club ownership has prompted a growing presence of foreign investors and owners. The structural confines that may have limited talent migration in the past have been replaced by legislative mechanisms that enhance player and coach mobility. The overall effect of this „normalisation“ of foreign coaching influence is an erosion of hyper-nationalist perceptions that English football has a divine right to be considered superior to other nations. It appears the time has come for those involved in top-tier domestic football to accept it is no longer the „English“ game – it is the global game.

Employing accepted multi-methoded qualitative approaches to research this thesis has sought to get „under the skin“ of sub-cultural study through informed, critical „insider“ examination of professional football. In doing so a new database has been constructed through identification of career contingencies and evaluation of the impact of expatriate coaching on host cultures. In addition, the problems of functioning in different cultural contexts, typified by the process of distinctive practice importation found a worrying combination of xenophobia, myopic arrogance and traditionalism remains evident in the English game. However, English football has accepted and assimilated many aspects of the team and player preparation

practices introduced by non-indigenous talent and, as a result, benefited from a range of cutting edge support mechanisms. Acknowledging the problems generalisation of the particular may present, the study has been careful to balance the individualised nature of football coaching against the innovative principles of player and team preparation the rich data confirmed.

In meeting its overarching research aims and constituent questions this thesis has added to the existing corpus of knowledge. Whilst contributing to wider sporting labour literature this research has provided a new dimension to examination of the career contingencies of increasingly mobile elite level coaching talent. Moreover, it is felt this critical examination of a neglected occupational subculture from an academic and practice-based perspective has amplified understanding of the dialectic agency/structure tensions affecting sub-cultural modification.

In conclusion, this study argues elite level professional football simply *has* to acknowledge the presence of foreign coaches and in doing so this study has offered a glimpse back into the future in how the game *could* rather than *should* be played. This critical insider research has provided a valuable insight into the reclusive world of English football that, for many, still feels it has copyright on the game. More importantly, whilst xenophobia, belligerent faith in tried and trusted approaches and myopic arrogance remain entrenched in elite level English football this thesis suggests their erosion may prove to be the last roar of the „dinosaurs“ that once ruled the football world.

## **9.2 End note**

The process of research has proven to be a personal and professional journey that whilst challenging at times, has been immensely enjoyable. By fully addressing its objectives this thesis has also opened a number of other research avenues. They include: the qualities required to coach effectively in elite professional sport; and in response to Elliott and Maguire's (2008) plea for „outside the box“ migration research, the comparative experiences of expatriates operating across a range of cultural contexts. Finally, rather than signify an end point, completion of this Doctorate represents the start of continued engagement in football related research.

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# **Appendix One**

## **Interview themes and exemplar questions**

## Interview themes

1. Cultural modification:
  - a) Your „education“
    - what did/have you learned?
    - Football „life“ i.e. club/playing culture
    - Football philosophy?
    - Coaching methods – from „foreign“ coaches
    - Tactical approaches (strategy/shape/roles)
    - Technical work continuous?
    - Dealing with players (and agents)
    - Dealing with owners/media/fans
2. Player preparation (technical/cultural)
  - New ideas prompting rapid change? (need to keep up with competitors – to succeed/survive)
  - Scientific/medical/technical support
  - Lifestyle „education“ – professionalism/dedication
  - Coaching methods- focus?
  - Player recruitment – foreign and nationals
  - Youth development
  - Media – role model responsibility
3. Game/tactical
  - Differences?
  - Systems of play/team shape - innovative?
  - Opposition scouting thoroughness
  - Just set plays, player strengths & weaknesses?
  - Prozone, Opta-index, Notational analysis
4. Working in a different cultural context
  - a) Imposing new ideas
    - what was easy/difficult and why?
    - reluctance amongst players/fans/media/board
    - changing club and/or player culture
    - day to day (methods, practice protocols[menus])
    - long term (team patterns, preparation, aiming for a different club culture from top to bottom)
    - Acceptance? Player belief – must be seen/proven to succeed
    - Reluctance to change (clinging to „tried & trusted traditional“ ways)
  - b) Affecting change
    - Some nations better at accepting change – Holland, Spain, Italy, Germany, Portugal, Turkey – England?
    - Some clubs better at embracing change – why?
    - Settling into another country/culture – problems/solutions advice to others?

- What support is given to help foreign players settle into a club?
  - What support is given to help foreign coaches settle into a club?
  - Why have some foreign coaches „failed“ in English football? (Venglos, Ardiles, Gross, Gullit, Vialli etc.)
  - Why have some English coaches succeeded abroad (Toshack, Robson) and others failed? (Atkinson, Venables, Souness)
5. What can the English game learn from the continental approach towards playing top-level football?
- Day to day coaching/training and preparation
  - Long term policies – tactical philosophy, first team squads, youth development, player support
  - National structures
  - National teams
  - Media intrusions
  - Financial regulation
  - Transfers (i.e. does the transfer „window“ mean a manager HAS to work for success with what he has got and not buy it – or his way out of trouble)
  - Players
6. The future of top level English professional football
- More/less foreign players?
  - More/less foreign managers/coaches?
  - More job losses for indigenous coaching talent (top positions taken by foreign talent, reluctance to embrace UEFA coaching awards (thanks to Howard Wilkinson!!))
  - Invasion of foreign „owners“ – tip of the iceberg

## Interview with 'Adam' (player, Liverpool, Galatasaray)

1. Which manager first signed you professional?
2. What was training like under him?  
Probe:
  - club culture
  - player professionalism/dedication
  - coaching methods
  - playing culture/style
  - players lifestyles
3. Graeme Souness gave you your debut. Were his approaches to training and match preparation any different?  
Probe:
  - How?
  - Foreign influences?
  - Wholesale change?
  - Players reaction to previous managers style etc.?
  -
4. Were you aware of any friction/conflict within the staff?  
Probe: (Sammy, Heighway, Thommo?)  
Probe: What were the players perceptions of any friction?
5. You went to Galatasaray with Souness. Did his approach to training/match preparation change when working abroad?  
Probe: Differences in club „culture“?  
Probe: Difficulties working with „foreign“ players in their own country?  
Probe: Players reaction to his managerial „style“?
6. As a player in Turkey, did you experience any differences in the way the game was played?  
Probe: Teammates expectations of you  
Probe: Fans expectations of team (and manager)?  
Prompt: What differences did you anticipate? What didn't you anticipate?  
Probe: Trouble adapting? Language/lifestyle/food etc. Support needs?
7. Did the Turkish players accept Souness's ideas/attitude/approaches?  
Probe: Were there any „rumblings“ behind the manager's back?  
Probe: Causes?  
Probe: Did he try to bring a bit of Britishness to Turkey?
8. How would you describe Graeme's managerial „style“?  
Probe: Strengths – weaknesses?  
Probe:
  - Long term strategy?
  - Communication skills?
  - Knowledge of game/players?
  - Inspirational?
  -
9. Was Jan Molby different to your other managers?  
Probe: „Continental“ ideas (Ajax, Denmark etc.)  
Probe: Playing „philosophy“?

10. Why have some British managers been successful abroad (Toshack, Robson etc. and others less so (Venables, Atkinson)?
11. What qualities do the best manager's have? (personal **and** professional)
12. If you went into management and wanted to take a few things from each manager you have played for what would they be?  
Probe: Dalglish, Souness, Molby etc.
13. A Foreign Legion of coaches: (why the sea change?)
- a. Why are foreign coaches employed by British clubs/national teams?
  - b. Why are they increasingly attractive acquisitions?
  - c. What different ideas/tactics/cultures do foreign managers bring here?
  - d. What makes them different from British coaches/managers?
  - e. Why have they been successful? Is it just money?
  - f. Do foreign players have a limited shelf life over here?
  - g. Do foreign coaches have a limited shelf life over here?
  - h. Should they be here?
  - i) Foreign coaching qualifications/preparation for the job
    - players first, then coaches?
    - Do coaching badges mean you can coach?
    - Do coaching badges mean you can manage?
    - Too „calm/calculating“ no passion for game?
    -
14. Would you ever manage?  
Probe: Why/why not?

**Follow up? Other possible subjects (contact details)?**

## **Interview with ‘Brian’ (former Everton F.C. manager, coach and player)**

Theme: Experiencing change in English professional football.

1. As a player
  - early days – support?
  - end of career – summary of changes

Prompt: Has the game evolved? How?

Probe: Why?(underpinning reasons?)  
Has any change made the game better – to watch, to coach, to play?
  
2. Game itself
  - technical ] Approach
  - tactical ]
  - supporters/board expectations?
  - Players themselves

Prompt: Are there any major changes in the way players/teams play?

Probe: Has any change made the game better – to watch, to coach, to play?
  
3. As a manager
  - affecting change – any difficulties?
  - board/fans/own expectations
  - players expectations/reactions?

Prompt: How easy was it to affect change in
  - training methods (your ideas)
  - club „culture“

Probe: Obstacles? Successes? Why some failures?
  
4. Have foreign players influenced the English pro. Game?

Prompt: Why are they attractive to chairmen?

Probe: Just price? Technical abilities? Better/more responsible professionals?  
Is English pro club culture still distinctive?
  
5. The future?

Prompt: Do foreign player/coaches have a limited shelf life?

Probe: Financial constraints on imports? Foreign influences being assimilated into the game by dominant Englishness?  
Financial threats to clubs? Why? TV money? Gates? Players wages?

### **Follow up? Other possible subjects (contact details)**

Paul Bracewell

Eric Harrison

## Interview with ‘Dennis’ (Chief Operating Executive, PFA)

Theme: Has English football changed? How?

Prompt: Since you played?

Probe: As a PFA official?

1. Given the range of players you represent, do those who play in the Premiership feel that club cultures have changed?

Probe:

- New „ultra“ professional regimes
- Styles of management (listener, father, Sgt. Major, dictator, bully)
- Expectations/demands (technical, tactical, professional standards)
- Clubs protective (overprotective or not enough?)

2. Player power.

- Top earners can do damage at clubs. How? Examples?
- What about the rest? Nature of any grievances against clubs?

Prompt: Do top players use their „advisors“ to sort out any „problems“?

Probe: What about „foreign“ players. How can/do you help them? (Contractual agreements, family/living problems, lack of support at their clubs? Lack of professionalism from teammates - Ravanelli? Club/national culture differences?)

3. Are agents becoming too powerful?

Prompt: Role in „unsettling“ players for their own gain?

Probe: Are those representing foreign players better or worse (videos, demands etc.) Examples?

4. Are foreign players influencing the way the game is played?

Prompt:

- Benefits – technical role models? Better professional habits?
- Downside – Play acting to get fellow pros sent off etc.
- Media – reporting/sensationalising?

Probe: Effects on indigenous talent? Media reaction? PFA stance? Effects on clubs finances?

Probe: Are they really any better (and suited to the English game – openly acknowledged as the best league in the World)?

Probe: Is English football better for them?

5. Why are foreign coaches attractive to some top clubs?

Prompt: Why don’t lower division clubs recruit any? Money?

Probe: To maximise the club’s investment of foreign players? Use methods they are used to, help players settle in, able to deal with the „big“ stars?

Probe: Bring different perspectives, philosophies, playing styles to the club – to win things!!! Add a „missing“ ingredient? What (if any)?

6. Any problems with their presence/methods at clubs?

Prompt: Reluctance to sign/play indigenous players, freezing players out to play their own signings, Squad rotation, cascade effect, National team?

Probe: Home grown players finding it difficult to adjust to „continental“ methods, resistance to different club culture?



Probe: In your contact with them are they easier or more difficult to deal with than their British counterparts? Are they as „squeaky clean“ and „ultra-professional“ and businesslike as we are led to believe?

7. **Key Issue:** From the hundreds of players you deal with each year what is the strength of feeling towards foreign players and foreign managers?

Probe: Are players accepted better/worse than managers? Why? (resentment or admiration?)

Probe: The scientific/technical/pastoral support mechanisms provided by most top clubs must be beneficial to their performance/welfare. Do any players feel that too much is expected from them. Are they feeling more like over-accountable robots?

Probe: Are we too arrogant to accept innovation and/or different perspectives? (Eg. England Vs. Hungary in 1953)

8. Do some Club Chairmen/Owners have an influence on the way the game is played and organised?

Prompt: Dein (Accusations of Arsenal“s „deal“ with FA)

Probe: By appointing foreign managers and coaches are they affecting the English game in the pursuit of club success?

Probe: Who is to blame for the influx of foreign coaches? What about the FA“s coaching scheme/system? Result of PFA report „*A Kick in the right direction*“? Year? Any response(s)?

9. What can the PFA do about the rising numbers of foreign players?
10. What can the PFA do about foreign coaches?
11. What would the PFA like to do?
12. The image of the game and the behaviour of players seem to be gaining more and more front-page coverage in newspapers. How far is investigative journalism going? Too far? Intrusive? Why? Players“ reaction(s)?

Prompt: Star and Sun circulation wars in 1980s and 1990s (LFC, EFC etc.)

Probe: Lifestyles of top pros. More glitzy? Or, more grubby and newsworthy?

13. Is English football on a Learning curve?

Probe: Foreign players/coaches adding to its development or detracting from it? How? Would it have evolved anyway?

14. How do you see professional football developing in England?

Prompt: Technically/tactically/financially (Superleague?)

Probe: Will the foreign „bubble“ burst? What will we be left with?

**Follow up interview if required? Other possible subjects (contact details)?**

## **Interview with ‘Didier’ (former manager, France, Liverpool, Lyon, Aston Villa)**

Theme: working in different football culture

1. You have been described as an „Anglophile“. What do you like about English football?

Probe: What made you want to work:

- a) In Liverpool specifically?
- b) In English football generally?

2. Did you need to change things at the Club?

- a) Club culture (Spice boy’s image-player’s professionalism/habits)
- b) Training regimes („connectedness“)
- c) Playing culture/style/philosophy (reverse „traditional“ ways)
- d) Training facilities („best possible conditions“)
- e) What about the traditional LFC „way“ of playing (archaic?)

3. Were there any difficulties affecting any changes?

Probe:

- a) Players reluctance to change „tried and trusted“ (traditional) approach
- b) Accepting more technical responsibilities in training/games
- c) Tactical differences („possession with progression“)
- d) Holistic approach to personal/professional playing development

Probe: Strategies for implementing change(s)? – ie. solutions to problems

4. Would you agree with the perception that LFC, AFC and CFC (and MUFC – Quieroz) have helped take English football forward?

Probe: Did the game *need* to adopt Continental ideas and approaches? Why/not?

Probe: Are we, as a nation reluctant – and arrogant – to accept changes to our national game? (Eg. England Vs. Hungary 1953)

Probe: Based on your experience what support does a manager working abroad need in order to succeed?

5. The LMA and FA have put together a management/coaching „package“ to help prepare potential managers for their role (in the Premiership especially).

As a manager in English professional football:

- a) Do you feel the provision of coaching/managing qualifications is important?
- b) Importance of a managerial „apprenticeship“? (Ex-stars getting jobs?).
- c) Did you learn more about working with players on a day-to-day basis at smaller clubs or by working alongside other coaches/managers?

6. Are you a coach who manages or a manager who coaches?

7. How do think football should be played?

8. I feel that You, Arsene Wenger, Claudio Ranieri and S G Eriksson have really helped improve the English game (club culture, professionalism, preparation, scientific and technical support, game/notational analysis, player intelligence and decision-making responsibility in games etc.), how would you answer

those who say you are simply „re-inventing the wheel“ and that the game is still the same as it was?

9. What qualities (personal and/or professional) do you think a modern Premiership manager must possess if he is to be successful?

**Follow up? Other possible subjects (contact details)?**

**Interview with ‘Mick’, JJB stadium, Wigan Warriors RLFC  
Monday 2<sup>nd</sup> April, 2007 12:15pm.**

Question 1: Can you briefly outline your physiotherapy career in Professional football?

Prompt: Which clubs have you worked for - LFC, BWFC

Question 2: Having working with top level players for a number of years can you describe the occupational sub-culture you have witnessed in professional club football?

Prompt: The „craic“, typical „behaviours“, what makes pro. footballers different to other occupational subcultures?

Probe: Man’s world (masculinity prevails etc.), money, booze, birds

Question 3: Who sets the club „culture“? Manager or players?

Prompt: Training regimes, players/managers/coaches philosophy about the game?  
Group cohesion/team spirit

Question 4: Having worked with Sam Allardyce, how would you describe his approaches to player/match preparation?

Prompt: Morale boosters, fun Vs Serious sessions, technical & tactical preparation

Probe: Changes in his approach? Typical? Reliance on technology

Question 5: Did the Bolton players conform to the behaviour and playing „traits“ you would expect from most pro. footballers?

Prompt: If different – How? Why?

Question 6: Did the way Sam and his players conduct themselves differ from LFC players under Houllier?

Prompt: If yes – How? Why?

Probe: Is the culture you feel characteristic of pro.football clubs typical across others or did Houllier, for example, insist on a different approach/mentality from his players?

Question 7: Gerard Houllier always maintained to the media that he was aware of the „Liverpool Way“ – ie the traditions established by Shankly, Paisley – did he really continue such traditions or, like Souness, change them?

Prompt: Respectful of the past OR determined to catapult LFC into the 21<sup>st</sup> Century?

Probe: Was it really „Evolution rather than Revolution“ as he promised on appointment?

Question 8: How were players prepared for games?

Probe: Relative amounts of technical and tactical work

Question 9: Was Houllier a „control freak“

Prompt: Teacher-like?

Probe: Did he allow players to express a) their opinions and b) in training/matches or did he insist on „my way“ or „highway“?

Question 10: Was Houllier aware of the particular occupational sub-culture that pro. players operate in?

Prompt: Was his lack of experience as a former player a help or hindrance at times?

Probe: Did he understand players? Humans or robots, personal issues etc.

Question 11: How would you compare the approaches to management employed by Sam Allardyce compared to those adopted by Gerard Houllier?

Prompt: How were their clubs run – led by the Boss?

Probe: French way Vs. English way – any differences? Why?

Probe: Personality or preparation for the job – which works best?

Question 12: What does it take to make a successful Premiership manager?

## **Interview with ‘Steve’ (player, England, Liverpool, Leeds, Manchester City)**

**Venue:** Carrington Training Ground, Manchester

**Date:** Thursday 20<sup>th</sup> November, 2003 12:30pm

1. Can you run me through a typical days training at Liverpool under Graeme Souness (Ronnie Moran)?

Probe: Dalglish’s approach to training and match preparation („Let them worry about us“ philosophy?)

Probe: Any differences when Roy Evans took over? (Back to the „Liverpool“ way?)

2. What was training like under Gerard Houllier?

Prompt: Different? How?

Probe: Change in emphasis? (more technical/tactical work)?

Probe: Did the players accept them easily? Problems? (Ince etc.)

3. Were there greater „professionalism“ expectations?

Probe: Did you learn more from Houllier?

4. Terry Venables has a reputation for being a good coach. What did you think having played for him at Leeds?

Prompt: Similar/Different ideas from Houllier?

Probe: Challenging? Inspiring? Enjoyable?

Probe: „Continental“ ideas? Player problems (Strong manager?)

5. What were Venable’s thoughts on
  - Tactics (did he ask you to do anything differently in matches?)
  - Technique (did he spend much time working with players?)
  - Youth development (prepared to give kids a chance?)
  - Personal preparation (food, rest, drinking – „trust“ your/others professionalism?)

6. What do Arsenal players think of Wenger? (talk on England trips)

7. Have you played for Sven Goran Eriksson?

- Like/dislike his ideas?
- Like/dislike his management style?
- Like/dislike his playing style?
- What does he expect from his players in matches/training?

8. Would you play abroad?

Probe: Have you seen any players really struggle to settle? (example)?

Probe: What did the clubs do to help (examples)?

**Follow up if required (contact)? Other possible subjects?**

# **Appendix Two**

## **Transcriptions**

**2.1 Interview with subject 1, 'Adam', Edge Hill University, Tuesday 26<sup>th</sup> October 2004**

Q OK – which Manager first signed you professional?

A Kenny Dalglish

Q What was the training like under Kenny?

A erm – funny question, because although Kenny signed me as a professional, initially I done the majority of my training under Phil Thompson.

Q ok so what was the, did the first team and reserves work together or...

A first team and reserves worked separate for the majority of the time, unless you were either called in from one or the other, if you were playing well you were called up, if you weren't cutting the mustard you were sent back down.

Q What was the training like with Thommo then, was it typical Liverpool training – all short stuff?

A Short stuff, five a sides – it was routine, you knew what you were doing, you knew what you were doing Monday, Tuesday Wednesday, Thursday Friday – routine never differed really.

Q Was it boring in that respect then?

A Not really no cos you knew what you were getting and where you could perfect it cos you knew what was coming.

Q What sort of things did you do then?

A Not a lot basically five a sides in different areas, when looking back you say not a lot but it was, because you played different games in different areas of Melwood so if you are on a pigsty or Wembley and stuff and at the time you didn't think of it as much difference but looking back on it, it was sink or swim, you had to adapt to their training, they didn't adapt to you.

Q Was it all like that in most Liverpool training like get it pass and move, get it pass and move,

A yeah. Most of it was two touch, there was always reflections around the play, one touch, two touch and what have you a lot of the stuff when they were trying to work you hard everyone had (inaudible 16) to score and the likes, but er as I said much the same as revolved around five a side football

Q So when Dalglish came in he sort of took over the tried and trusted method that Bugsy Moran and people like that had set up beforehand?

A Yeah

Q He didn't try and alter much...

A well no – I was there in about 1987 and I left in 1993 and barring Graeme Souness changing a little bit in pre-season, you know making us wear a dressing gown and flip flops in the changing room, nothing much really changed.

Q We will come to Souey in a minute yeah – did Dalglish ever like put a particular club culture down because I mean I am on the outside looking in, I ended up playing against Liverpool teams as a kid and I lived with those youngsters as well but they always had, it was always hard playing against them, you know putting their foot in and winning it, it was always a hard game and I mean not just at the Derby game was there a club culture where Dalglish brought that in where you have got to have a central midfield player like Stevie Mac or Souness who, and yourself...

A I think there was because er although Kenny Dalglish is one of the best players I have ever seen, well I would put him in, well he is the best player I have ever seen, cos I have not seen Maradona live, so he's the best player I have ever seen playing



- football but people don't realise how hard a man he was. He was, so he did, he didn't like you shirking out of challenges, he always played with his back to the goal so he knew how difficult it was when you could get kicked for fun so he did instil in you that he didn't like cowards.
- Q Did that particular club culture, in terms his professional what was expected from you, well drinking and stuff like that, did he lay any laws down?
- A Yeah, yeah, you were expected to drink!
- Q Nothings changed then hey?
- A no its – looking back on it you was expected to, of course Kenny wasn't a big drinker but the group of players that I grew up with at Liverpool, everybody liked a drink and people were suspicious of the ones who never.
- Q (inaudible 31)
- A It was, I don't know it was funny, strange, nowadays I think it might have gone a bit too far the other way but at the time it was if you didn't like a few scoops you were frowned upon, you was a bit of an outsider.
- Q The same as Everton, you had drinking clubs every Everton player the same. Do you think he ever imposed on Thommo what he wanted in coaching or was it left to Thommo himself do you think?
- A I think Phil had been there long enough to realise that if its not broke, you don't fix it so he used to come in every day and it was, everyone knew what they wanted and it was there it was set in stone, as I say we would come in on a Thursday and it was routine, you knew what was expected of you.
- Q What were the easy days then, did you have easy days Friday, just five a side Friday before the game?
- A Er it was a bit different because initially when I first started playing, you used to play football on a Saturdays the reserve games used to take place on a Saturday and then they moved them to midweek so until you actually broke into the first team it was a bit strange because you played reserve games on a Wednesday and if you were in the squad on a Saturday, you basically were caught between two stones because you prepare for one game while your preparing for another and it was a bit odd but once, if you were in the reserve team and you were playing every week, you had a set routine, even though it was on a Wednesday so obviously your easy days are gonna be a Tuesday rather than a Friday.
- Q Graeme Souness gave your debut didn't he, first team debut?
- A Yeah, well I made a couple of appearances under Kenny, so er I actually played against Crewe very early on in my career, I also played in another game, played a couple of testimonial games under Kenny as well but I think at that time Liverpool were probably the best team in the world, I'd go as far to say like with John Barnes, Peter Beardsley, Ronnie Whelan, Steve McMahon, Jan Molby, so to break into that team you needed a sledgehammer or you needed to be Rooney!
- Q So it was Souey who gave you the first big chance really isn't it – were his approaches to training and match preparation any different?
- A Not really no. His pre-season was a little bit different to what we had been used to concentrated a lot on stamina, 30/40 minute runs which we hadn't been used to which led to a lot of injuries, I don't think he
- Q He had a lot of erm, he had a lot of
- A He had Achilles injuries and like... but a lot of that was down to the older professionals who picked up injuries and I don't think they were used to the training that was brought in
- Q Why did he change it?

- A It worked for him in Sampdoria and I suppose, he went away didn't he to get the Education
- Q Sampdoria?
- A He educated himself didn't he in a different way, Liverpool was very basic wasn't it?
- Q so what do you think he brought back from his time in Sampdoria
- A Me personally – I thought he was a lot more professional when he arrived at the club.
- Q In what way?
- A the way he ran things and the routines that were set up and worked upon and if you wasn't a top drawer player it helped you to improve as a player rather than having to rely on your own ability.
- Q So was training times altered or training altered at all?
- A No not really no, he just spent a bit more time on going through things, I can't even remember being involved in a set piece, three of yours to game turning up, whereas it was just everything was set in stone that's what you do and then Graeme turned up and it was a little bit more time on the little things.
- Q Such as? Defending tactics?
- A scorers, defending, which we hadn't worked on previously but I don't think Graeme had the luxury of having them players that had played previously so I think he had to work that little bit harder with what he had.
- Q Did he make wholesale changes or was it all little bits and pieces?
- A Not really – his changes now that you would think were trivial because as I say in my opinion he upset the old guard by insisting on flip flops in the shower and dressing gowns and all having our food together, which now when you look back at it every club in the country has brought this system in, I think he was a victim of his own vision.
- Q That's a good one that...
- „Cos I mean one of the big things he did was he changed everything to Melwood, instead of being bussed in from Anfield
- A He did yeah, which I didn't know why we done it, it worked! We used to go to Anfield, get changed come down on the Bus to Melwood have a cup of tea and everybody got back and you were all messed up on the bus and your all sweating and it was a common sense thing he just changed it overnight, he built it and now I have been to Melwood recently and Melwood is state of the art and its just built on all the processes that he put in place, they've just built on what he done and he doesn't get the credit for what he actually seen from the future.
- Q That's come from Italian training camps hasn't it – that's what they did in Italy.
- A Yeah – well that was another thing he took us two weeks training in Italy up in the mountains in Tuscany, I was bored out me skull for two weeks but I come back fit and strong you know – two weeks training twice a day, sleep in the afternoons, very much unlike previous pre-season tours.
- INTERRUPTION – JUST TO LET YOU KNOW THAT JOHN'S HERE
- Q Were you aware, and this is not a leading question – were you aware of any friction or conflict within the staff?
- A Er yeah.
- Q So what was the cause of that do you think?
- A I think the likes of people who had been on the coaching staff for a number of years weren't as open to the changes as they could have been
- Q give me an example, go on...

- A well the likes of Ronnie Moran and Roy Evans felt that, they thought his ideas well if it isn't fixed, if it doesn't go right fix it and he was bringing his ideas in and I don't think Graeme helped himself by bringing his buddy in Phil Boersma as a coach he who was er, he's not really a coach, he's a great man to have around the football club but hes not, he is not Phil Thompson
- Q No he hasn't got a big football knowledge
- A he hasn't got a great background has he – he's played the game he's been to Middlesborough and Liverpool but he liked a bevy Phil so he was a bit of a clown.
- Q Er last time I saw him he was bevvied, in the Chinese! Erm, what was the players perception to that friction, were the players aware of it, I mean you were obviously aware of it because you've brought it up, what about the other lads – were they aware of it?
- A I would imagine that they would have been yeah... Even to himself he seems to have changed a bit at the moment doesn't he but I don't think (inaudible 90) he is very confrontational so
- Q so I mean some managers quite like confrontation...
- A er – yeah, I don't find anything wrong with it, I think that's why I got on with him ok.. If I had something to say I could go and speak to him and vice versa but I don't think some players are comfortable with it, but I don't think there was any confrontation.
- Q what about the staff where the staff ok with that, cos you mentioned before Buggy and erm Evo and Thommo to a certain extent, cos Thommo ended up getting sacked by him didn't he?
- A he did yeah, but I think that was a deeper story that, over erm I think that can go back a long way down to the captaincy being taken off Phil and you know cos if you know your history and what have you Phil lost the captaincy to Souey, Souey went on to become one of the best players you will ever see won't he
- Q oh I take that on
- A As I see it, Phil was disrespectful to Souey in the dressing room, I know both sides of the story cos I'm good mates with Phil and
- Q I know Thommo yeah
- A and I went to play in Turkey with Graeme so, so Graeme give me his side of the story and I have had Phil's side so, erm I think it all boils down to Phil being disrespectful to Graeme in Archie Knox's company in the boot room and it was he went back to Graeme
- Q Is that when Archie Knox was at Man U
- A I think that's the crux of the matter and Graeme went ....
- Q The last thing you want is any staff, if someone is gonna do something, ah well that's another story anyway.... You went to Galatasary with Souey didn't you, was it Galatasary?
- A It was yeah.
- Q Did his approach change when he was there?
- A He had changed, he has a bit of a joke amongst ourselves, he turned into Father Christmas, because er we used to call him the Rottweiler when he was the manager at Liverpool because he was intimidating and he is a big man and if you see him you will know.
- Q No I have met him and I understand what you are saying...
- A I don't think you will understand what I am saying if I say if you see him with his clothes off! If you see him bare chested you realise how big a man he is.... You wouldn't want to get into a set too with him. And then, strangely enough I had

words with Graeme when I left Liverpool and it was, I was going to sign for West Ham and I said to him, „listen I said I’ve broke into the side and you’ve bought the likes of Nigel Davenport, Paul Stewart and I said I’m not comfortable playing second fiddle to these types of players, I said I don’t mind playing second fiddle to Ronnie Whelan, Steve McMahon, Jan Molby and John Wark I said but I said if I can’t get a game here then I would sooner leave, he asked me to be patient. I said listen I’ve been here six years, how much patience do you want you know, its time for me to go. So when I was leaving, he tried to stitch me up a bit and give me the old you know you will be coming back to work with me tomorrow, in the end well I’m sitting in the boardroom at the Haydock Thistle with the West Ham manager, Billy Bonds, Harry Redknapp, the managing director so I am already intimidated, I represented myself, didn’t go with an agent and then Graeme comes in and says listen your going, and I said well I haven’t made me mind up yet, so he said well if you don’t go he said you know that you’ve gotta come back to work with me tomorrow! And I’ve just gone, that just sent me off and I said well I will see you tomorrow, bollocks to you and I walked out and then it was smoothed over you know and I was surprised that he did actually ring up and ask me to go to Turkey with him cos we had a little bit of a...

Q he might have respected that though.

A I think he did yeah

Q Someone after his own heart in some ways?

A I think he did because my Wife quizzed him over it on the way to Turkey, she said well she said well what’s this all about Graeme, you have had words over what happened last time and your gonna sign him again and he held his hands up and said I think I made a mistake.

Q Good on him, did he have any I will ask you some sort of personalised questions in a minute. When you went there as a player did you find it any different to the club culture, to Liverpool – it must have been a massive difference?

A Turkey – yeah Turkey was strange yeah, it was one of the best times and it could have been one of the worst times in me career?

Q That’s what Souey said as well funnily enough

A It was a four month stint that I had in Turkey – I really enjoyed it – I got over there and the football suited me it was you know all tippey tappey.

Q Little triangles – Andy King stuff.

A You know you get 10 passes in before you score and all that – right up my street. So started off doing really well – pre-season we had a tour of Germany and Switzerland and all that and comes back from there, voted player of the tour and what have you and then er I was ineligible for European games, I got sent off playing for Liverpool before I left and I was unable to play, and the press over there are crackers so they blamed me for not being aware that I was unable to play, they should have signed somebody on who should have been able to play in this game and they ended up getting beat, I think it was by Sparta Prague or one of them East European teams and erm it went from bad to worse then, played in three games, won the three games that I was there, he was looking for a goalkeeper because he promised a goalkeeper who was top class and he was crap so he brought Brad Friedel in but in order to bring Brad Friedel in he had to get rid of either myself or Barry Venison or Dean Saunders cos he could only play three foreigners at the time so one of us had to go, tried to get rid of Barry, I think the deal fell through on medical grounds, I think Dean was getting too much to be going anywhere so he offered me the chance. I was due to sign for a house the

- next day and I was struggling for money to be honest with you so I said to him listen, before I commit myself to this contract, if your getting shut of me let me know and er I was off to Southend within a couple of days.
- Q What about – did he have any difficulties working for foreign players, even like Turkish players who were in their own country?
- A I think he did yeah. Its difficult isn't it obviously trying to get your thoughts over when you don't understand the language and they are a different breed the Turks, they have been very successful doing what they have done, Galatasary for a number of years and I don't know whether he has learnt his lesson from the first time when he come from Rangers to Liverpool and tried to move things there.
- Q Too quickly yeah
- A I think he went down the same route – and I think it backfired on him
- Q Did he – what was the main problem?
- A Close knit group the Turks – all very cliquy and I think he just tried to get a bit confrontational.
- Q Where they good pros?
- A I wouldn't...
- Q Looking after themselves
- A Yeah, because a lot of them are Muslims and they don't drink which is one of the regimes of the fitness...
- Q What was – were they, I mean I have said here, were there any kind of rumblings behind the managers back?
- A In Turkey?
- Q Yeah
- A Yeah – it was, it was a funny set up, again you know you have got a fella coming in, who has brought three fellas with him from Britain, so there was already a bit of discontent because whether you are on £1 a week or £10,000 a week, they think your on £10,000 a week, a lot of resentment for the outsiders coming in, he has got himself, he has got Phil, he had got a bit of a contingent there that your already gonna have a bit of animosity towards isn't there?
- Q Where you left out of the loop with a lot of things over there or...
- A Not really no – I was er, I had a ball, I literally had a ball. I stayed in a 5\* hotel, I mean I think it was a 5\* it could have been a 6 hotel, right by the airport in Istanbul, restaurant, shops, didn't want for anything, you went out they catered for you, I mean it was a holiday, I had four months when I really enjoyed myself.
- Q What were the players like in terms of his managerial style, you said he was confrontational, did they bite the bullet a bit at first and then start biting back or...?
- A Well there is one guy, Douletz his name is Akam, I think its Akam, he's the captain of Galatasary, he was the captain of Turkey for a number of years, centre half. He is crap by the way, I mean er...
- Q I know yeah, a bit short on pace, especially on the turn.
- A He is yeah he is crap and he was hammer and tongue with Souey for the time I was there, they just didn't see eye to eye but I don't know whether Souey had picked on him because he was the Captain and he thought well if I knock the captain down, the others will fall into line. It wouldn't surprise me!
- Q Yeah that's his style isn't it yeah, did he join the five a side and put his foot in like he sometimes does with players
- A He does that all the time yeah...
- Q yeah, cos he did Cole not so long back didn't he?

- A Yeah but I think that's about Cole moaning if he's in a 5 a side your gonna get a crack an you take it on the chin don't you, its part of the game isn't it?
- Q Tommo got a beauty off Hutch didn't he as well...
- A Er, the (inaudible 167) I seen him fight with Wayne Harrison you know, football is football isn't it.
- Q I know, I'm not even gonna go there, I know Mark Wright who played for Everton I nearly broke him in half one time. What were the team mates expectations of you then, did they think that you had come as a shining light, you're a better player than them or you have come in to change the course of Galatasary's history or what?
- A Erm, for me, it was a strange experience cos I come off holiday and I had just been on holiday and I said to me wife, erm where do you want to go on holiday and she said anywhere you want but don't book Turkey! So I went out and booked a week in Almeria and as I come back there was a message on my answerphone, my mum asking me to ring her back! Graeme Souness has been on the phone, took over Galatasary and wants me to go. So I tells me Mrs so from then it was the next day we flew to Istanbul on the premise that we were gonna look around the city to see if it was suitable so er, got off at the airport and I was carried from the airport on the shoulders, firecrackers going off with around 300 Galatasaray fans, and that was it, they carried me to a hotel, me Mrs got knocked over on the carousel, she was totally disregarded and from there it was like listen if I don't sign now are we gonna get back out of Turkey! So I ended up signing, flying home getting my gear and coming straight back.
- Q What were the fans like with the team over there I mean cos I know they are ballistic aren't they? They are very...
- A Yeah, if you are playing at home you are cruising aren't you cos you have got however many fans are in the ground supporting you and its not like the support over here whether you are Liverpool or Everton, its constant you know, orchestrated in the ground and constantly at it and it was a great atmosphere, great place to play football.
- Q We played, the youth team played Besiktas in the final and there was like stabbings in the final, we beat them 1-0 in the final in Germany, unbelievable.
- A Talking about Germany, we played a pre-season friendly in Germany, erm sell out, people climbing over the walls, pitch invasion, I didn't know what was going on, I thought Jesus, Galatasary we are in Germany for gods sake, I didn't realise Turks (inaudible 189)
- Q So did you have any, did you bother to learn the language or did you not?
- A I had a little go, I was taking lessons twice a day erm to pick it up, I could get by asking for meals and what have you. I had every intention of spending a couple of years out there, but er its difficult language to learn.
- Q Yeah, did Souness bring a bit of Britishness to Turkey do you think?
- A I didn't think he liked the way they go about playing football, they are very pretty footballers aren't they, I think he was looking for a little bit more directness.
- Q He likes a bit of (inaudible194)
- A Yeah, just a little bit of attitude I think he was looking for more than anything else because the three fellas that he, Dean Saunders is very direct, pretty much what you see is what you get with the likes of myself and Barry Venison so he just tried to maybe a little bit of ordinariness.

- Q You mentioned his managerial style is probably the best way to describe it is confrontational – what do you think his strength, well do his strength first, what are his strengths and weaknesses of his managerial style? Do his strengths first...
- A Strengths, he is very much a man manager.
- Q Yeah, what about, I mean you just, does he trust you to get on with it does he buy the type of players and say just get on with it I've bought you for that.
- A He is very good at picking a side, putting a bit of faith in you and saying off you go and also I think his biggest strength is that he has played the game and anyone who has seen him play the game understands that when he tells you something he probably knows what he is on about. You know I was a little bit bemused last week when Craig Bellamy come off and called him a (inaudible 205) and I was thinking you haven't long there mate...
- Q I thought that as well! He still scored a goal mind on Saturday
- A He did yeah but that's what he's he has got lots of strengths but I think his biggest one in his bag is that he has played the game.
- Q I will come to his weaknesses in a second, does he ever like strike you as having a long term strategy at a club or is he very short term, focussed on doing things now, or is he?
- A Well again I will come back to what I said when he... it wasn't so much an evolution it was revolution so I think you regard him as being too early at Liverpool and he probably never learnt his lesson for Galatasary.
- Q (Inaudible 211) does he have that quiet way with players or?
- A Speaking personally, I think his communication was one of his best assets because I got on fine with him, whereas other people didn't, I think if he doesn't like you he will give you short shrift and if you get on all right with him, he is ok with you?
- Q What's his main weaknesses then?
- A His main weaknesses, gees what's his main weakness, well I think he has actually he has calmed down a bit hasn't he? So I think, once people start scaring themselves at you it's a matter of time before you stop it, (inaudible 216) but I think hes tailored that now I think he just uses that for effect if and when he needs it. A lot of the times throwing cups of teas around and what have you also one of his main weaknesses, don't like saying it cos I like Bowey is that he takes Phil with him everywhere and he makes himself a stick to be beaten with.
- Q That's Bishop – you seen Bish now yeah? I nearly killed Bish at Melwood one time, I kicked a tray of teacups – you know that partition between the two, I wasn't even aiming it well we were getting beaten 1-0 and we should have been battering Liverpool, I don't know whether you were playing or not, and I come in, I don't really throw teacups around, I just lost the plot and I nearly took Bish's head of with this tray and I felt crap afterwards, so was Jan Molby different to the other managers?
- A He was er, loads of time for Jan the way he went about it, I played underneath him at Kidderminster as you know. The difference is Graeme is managing at a level where he is managing international class footballers and Jan was managing players who are conference standard footballers and its like chalk and cheese really. He was great, wicked tongue so he doesn't have to say a lot to put you down. He doesn't have to say a lot to pick you up either. He was er excellent, joined in the training so again coming from a background from where Graeme's got the ability to say „I have done it“, if I tell you its right, not saying that's the right way to go about it but he has got the quality and can stand there and can say well listen I know what I am on about, listen to me and he was excellent he really was.

- Q Did he bring any continental ideas in? Cos he spent time in Ajax didn't he?
- A Erm, he changed a bit, unfortunately for myself when they got promoted, I couldn't go up because I took an insurance payout so when they went into the league he actually introduced swimming before they went pre-season training and stuff so they were training three times a day starting at 7 in the morning. You know that was, the players didn't like it but...
- Q Did he try and get his own, I know its difficult playing at conference level, er in terms of you can't (inaudible 236) summer leagues and all that but is the playing philosophy still there to see, get it and pass it?
- A Very much so yeah. We never kicked our way out, through it all we won the league comfortably in the end and I don't think I was involved in a game where we resorted to them tactics.
- Q I'm gonna ask you a probably hypothetical question now but there's been some managers, particularly big names who have been successful abroad, like Toshack has been successful abroad, I met him on a youth tour once and he was doing very well at Real Sociedad, Bobby Robson did quite well abroad and yet others haven't done as well like Ron Atkinson had a nightmare at Athletic Madrid, Venables didn't last long at Barcelona. Why do you reckon some of those managers have been successful abroad?
- A I think its circumstances myself, circumstances and the people that you actually take with you and the people that you surround yourself with.
- Q To be fair, Howard Kendall, I interviewed Howard and he had a nightmare in one place and had a great time in another place and the circumstances in Bilbao was that he spent too long on the training ground which was a pub and he admitted that himself like and then he went to Xanthi and did better there but got fired and I think he's always careful who he puts around him Howard though – staff wise as well.
- A Its, you've got to get the right club haven't you? You know like I mean like Terry Venables as you say he was a failure and he won the league and he got beaten in the European Cup Final which I know he was the manager of Barcelona but its still an achievement in itself isn't it?
- Q Bobby Robson got sacked after doing the same thing didn't he?
- A He did yeah.
- Q What qualities do the best managers have in your opinion? Personal and professional.
- A Personal and professional..... to be able to come in before half time and full time and see the bigger picture, now managers piss me off who when you are playing really, really well and get beat one nil and you are playing really, really bad and win 1-0 and they praise you for winning so if you actually come in and say hang on a minute lads, praise you for winning the game 1-0 but youse were crap and you didn't do this and you didn't do that, rather than getting carried away in a wave of emotion and go whoah three points, lets move on and don't see the faults that were in the performance.
- Q Good point that.
- A that drives me nuts. I have come off the pitch, really, really disappointed, even though I have won the game cos if I am not on the ball and I am not getting involved and I haven't made a tackle, I am thinking I am not participating here and if I have come off winning the game 1-0 its been a hollow victory for me and then I've thought well I could have played better than that and we could have been 3-0 and I think the best management would say well we need to work on that even



- though we won the game, I think the bad managers will still say we have got 3 points so lets carry on as we are.
- Q A mystical one, what about professional lives? Professional qualities do they have to have, I suppose that's a similar sort of thing isn't it?
- A Similar sort of thing yeah, I think the best professional who ever worked was Billy Bond, total dedication, one of the nicest men you will ever come across but it just never worked out for him. I think people who are at that level of professionalism I think they find it difficult, than the people who aren't at that level because (inaudible 275)
- Q That's why I mean sometimes I mean the likes of Souey and say Dalglish it must be hard for them sometimes to ask players to do things that they could just do so easy themselves.
- A Yeah. It must drive you crackers – well that would be why I am, again coming back to say Jan at Kidderminster, he had more ability than anyone I have ever played with and he didn't get upset, when people with like less ability couldn't produce, he was just, he had the patience to guide them, really good.
- Q I am going ask you a question now, I will come back to that one – would you ever manage?
- A Er, I took the Burscough job on last year didn't I? And erm wasn't what was in the brochure... put it that way.
- Q Board, problems with the board, money etc?
- A ...yeah it was a difficult time, Tealey had just been sacked, just won the FA Trophy which was unheard of, like Crewe winning the European cup, so they had just sacked the local hero and took me on the day after so there were lots of problems and I was the one who carried the can, I think that I was used as a go between because a lot of the stuff that needs to be sorted out at Burscough and they knew that I wouldn't stand for certain things that went on so I went changed a couple of things that really needed changing, and when I left it was all in place for the next fella.
- Q (inaudible 290) If you had to take, lets say you went into professional management and you had to take a few things from each manager you played for, what would you take? Lets go from Dalglish first.
- A From Dalglish?
- Q what would you take from Dalglish?
- A I would just keep the game as simple as possible
- Q That was his philosophy was it- keep it simple
- A simple as possible yeah there was nothing in there when you went into work that you didn't think you could do it was just routine, even to the chocolate biscuits on a Friday, I think people find comfort in routine and it was, everyone knew what was going on, you know you had to kill someone to get in the team but at the same time it was comfortable and it was nice.
- Q He was unbelievably superstitious. I remember coming there with the A team and the A team pitch at Melwood was battered and the other half was like perfect, he wouldn't train up there. What about Souey, what would you take from Souey?
- A What would I take from Souey – its difficult with Souey because to try and put yourself in his shoes you'd have to be a man of his stature and I'm looking at myself as a little tot.
- Q what would you take from his managerial style?

- A I think a lot of his managerial style comes from his stature, so I couldn't manage the way Souey manages cos I haven't got his stature, I couldn't carry myself the way he does because he's such a bear of a man.
- Q Would you take some of his training ideas?
- A training ideas again, very simple. I think everyone who comes from Liverpool, who's played there for any length of time wouldn't over complicate anything.
- Q How about Billy Bonds?
- A er, enthusiasm, absolutely fantastic, he was 46/47 getting towards the 50s when he signed me and he was erm he was coming back for me in pre-season training to pick me up and say look come on, he was outrageously fit, loved the game of football.
- Q Where else did you play before Jan? At Southend?
- A erm, Ronnie Whelan, at Southend yeah, Ronnie signed me up, well I think I've probably the dubious honour of playing for four European cup winners, I played with Jan, I played with Ronnie.
- Q Souey?
- A I played for Souey and Kenny Dalglish
- Q Unbelievable that mate, that's a good quiz question that one!
- A Yeah, they actually asked that question in the quiz and I've been the quizmaster!
- Q you got it right?
- A I got it wrong! But I played for Phil Neale as well, sorry, I used to play for Phil Neale at Coventry
- Q He won the European cup as well didn't he?
- A Yeah, well, there was a lot of difference playing for Phil at Coventry, after he left Liverpool, after a certain period of time.
- Q yeah – what was that?
- A Because it wasn't as simplified as it was at the other clubs I played for... So he had obviously took ideas from wherever he had been away and then put them into practice himself and it wasn't as enjoyable as it could have been.
- Q was he trying to complicate the game or...
- A Maybe it's just me, maybe I prefer the ideas that I've been brought up on so maybe its part me, part the idea that I didn't like.
- Q Last couple of questions then.... Do coaching badges mean you can coach?
- A No. I think that's the biggest fallacy going – I have actually taken a coaching badge and its driving me nuts, I've been taking part in coaching sessions for quite a while – I'm like that, I'm literally biting through my fingers on this coaching sessions.
- Q (inaudible 330) I'm an FA staff coach and I did the same thing, when it was route 1 I couldn't coach it, I couldn't coach route 1.
- A Can't wait to get it over, I am really struggling with the ideas from the coach educators.
- Q Its like a driving test, once you pass you can do what you want. Does a coaching badge mean you can manage?
- A I think it helps you. I think you know if your in erm, helps you kind of , just gives you a little bit more knowledge what it takes to get Monday, Tuesday, Wednesday, Thursday, Friday, to plan for the game on Saturday.
- Q Do you think it takes a top player to be a top manager then?
- A I think it helps...
- Q Do you think that's why Houllier didn't do so well then?
- A Houllier never done too well cos he was a fraud with a French accent

- Q Is that right!
- A (Laughing, keep that in).
- Q How do you mean, what do you mean?
- A I think he's an impostor, I think if you take his intellectual French accent out of the equation, I think you'll find out really what he's worth, if someone spoke with an accent like that from Walton or Kirkby, they would have been blown out of the water ages ago.
- Q How do you mean he's a fraud then, doesn't know the game or...?
- A Er, I don't think he does know the game no, I think if you actually listen to what he says.
- Q He is very much a stats man
- A Its nonsense, you can have stats any way you want can't you, he told us a year or so ago, you have to bear in mind that I pay 1000 for me season ticket with me lads, he's saying that we have had more shots than anyone in the premiership – that's a load of nonsense in my eyes, you know what I mean, if he turns round and says we've scored more goals than anyone else, I can understand it, more shots, come on that's a nonsense statement.
- Q Do you think his influence on Liverpool was a negative one then cos he's brought across all these great coaching ideas, he's been, been to (inaudible 349) world cup winners – did he make any change to Liverpool?
- A Er, no! Not in my eyes, I think the changes he made were for the worse, I mean he's a big taker and...
- Q School teacher...
- A ...school teacher, I didn't wanna say that! Big taker, goes about the game, he's everything I don't like about the game personally. He treats players like school children.
- Q I will tell you the common factor that I have got from him – I won't put it on the tape again, do you think to yourself well he likes the Liverpool job or his ideas for the game weren't working at Liverpool or his ideas for the game were just crap anyway?
- A I think he's – er he has got ideas about the game and how it should be played, but I think his ideas and how the game should be played are turning around 16/17/18 year olds, I don't think he's right for the (inaudible 360) because when you're a man you've got something to say haven't you, I don't think he likes any opinion whatsoever.
- Q Against him yeah?
- A against him – he totally disrespected Marcus Babble, he put him through a rehabilitation programme after he had that...
- Q yeah
- A ...and he played him 30 minutes at Aston Villa, took him off, Marcus Babble showed a bit of dissent, Marcus Babble is a top, top class international, you make your own (inaudible 366) by taking him off after 30 minutes and he wasn't to be seen again and I think (inaudible 367)
- Q what about his erm the er, you mentioned a little earlier about you weren't a great fan of Gerrard Houllier, is that because you're an ex Liverpool player or because you're a Liverpool fan?
- A Now its because I'm a fan – he's er, obviously because I have I have played, played the game but ultimately the reason that I don't agree with what he does is because I'm a fan, he's he tries to blind people with science, and the reasons

- behind the decisions he makes and everyone else is on his own, he blames everybody else bar himself.
- Q As a fan, you said really that he's done nothing to Liverpool, in fact he's probably taken them backwards in some ways because he can't see...
- A yeah, he's obviously brought 5 trophies, he's claiming 5 trophies, he won three trophies in one year, then he won the charity shield and he won the European Supercup, which of all the trophies, I still think he probably won 3 – not that I am being picky! But erm, with the belief that the players had before him, if they never won a trophy or two during his time, I think (inaudible 385) so to actually get three in one season I think covered a lot of what his mistakes were...
- Q ...covered over the cracks you mean?
- A without a doubt.
- Q I mean you say that as a fan but as a Liverpool player, you were brought up in a Liverpool way of playing which I have to say I used to love to watch and I told Thommo this, I used to sneak into the back of Liverpool reserve games with my little flat cap on, you know so people didn't see an Evertonian in the crowd – I loved watching Liverpool play and as a player do you think that Houllier brought a better style of play to Liverpool or ...
- A Well no, I think er you talk about foreign coaches in the game, the likes of Gerard Houllier I am all for, and I don't understand why English people don't take the Liverpool mentality from years ago where they actually forced the play, the first man closed the ball down, and had Ian Rush and people coming in behind them, you know it's the hardest system to play against because you are constantly under pressure and when you do win the ball 9 times out of 10 your in their final third or your in their half so you've got a chance of actually achieving something when you get the ball, instead of sitting back which I think the international teams are fond of and I don't think it suits the English style of play, so he's er the way he played the game he was a 1-0 merchant wasn't he?
- Q Could you get in his teams?
- A Erm, for 45 grand a week I would play, erm I would sooner not, I'd ... I actually go to the game with my lad whose 16 and he says the atmosphere is crap and there's not all the singing and that, and I say there's not a lot to sing about cos I said because in the years gone by where the atmosphere, years gone by you had things to shout about because there were people getting right into tackles, the ball was breaking loose, you were in their box, you were having corners, you were having shots and now it's a sporadic game, you can have 10 shots but its over the period of the game, its never a sustained period of pressure in the game, unless you are chasing the game and you just lump it into the box with 5 minutes to go.
- Q Do you think he understands the mentality of the English footballer?
- A Er, I don't think he cares, I think he's got an arrogance about him that his way is his way is the right way.
- Q Cos he had a fall out with Ince didn't he, I mean everyone's had a fall out with Ince haven't they but...
- A Yeah, he's not the only one its not an isolated incident with Paul Ince is it? Don't know about Paul Ince but there's no smoke without fire sometimes is there and I am sure he is not blameless in that...
- Q Are you saying that foreign coaches are, obviously focussing on Houllier cos it's a lot more of his team but you are not against foreign coaches, likes of Wenger?
- A Well you've only got to look at Arsene Wenger you see the way they play the game, it's a high tempo game and they are up against you.... Best team in the

1980's AC Milan – up against you, you know everybody, pressure football. You haven't got any time if you are a good player you have got to have a good first touch because if you don't have someone will take it out your hands. This standing off and letting people playing in front of you, its reminiscent I think to the way Liverpool used to have a low division team come in the cup and try and defend and try and get away with a replay and what have you but you knew it was a matter of time you would get one in the end and its that's the way Liverpool turned it their game and it drives me nuts, from yesteryear it drives me nuts cos you like to see the likes of people pushing in, full backs and people holding a high line and having a bit of confidence.

Q Yeah, camping out in their half yeah...

A Yeah,

Q You mentioned before about Houllier and er Wenger and you mentioned Souness bringing in some ideas, another subject I have spoken to, I will tell you, he said that his ideas are right but he just tried to do too much too quick and he said the same sort of thing earlier, you know he brought these foreign ideas about training camps, pasta, now Houllier and Wenger have brought a different buzz to training, has that improved the English game do you think?

A erm – probably, probably its probably er given a lot of players a lot of extra years that they probably wouldn't have had cos of the routines that they bring in because, well a lot of them were crash bang and wallop you know you would go up and you would pray that you would be up against your mate, you just wanna have a game of football, well it's a lot more technical now which...

Q scientific support and that stuff yeah.

A (inaudible 450) and your actually not running for runnings sake and there's a little bit more thought going into it but at the same time I don't think you can get away from the good old fashioned hard work, I think that's something that I think Gerard Houllier certainly was too far one way.

Q Yeah, that's actually a good point that.

A I mean also, your talking Arsene Wenger, he's got Pat Rice as his number 2, well not his number 2 but certainly on his coaching staff.

Q he is yeah...

A well he actually looks as if he listens to Pat Rice whereas when you seen Gerard Houllier, as I mentioned earlier, I am not sure he actually listens to him so...

Q If anyone. Cos he brought that Christian Damiano he brought him in as well but er, no its funny how, I spoke to Sammy and Sammy's like quite besotted by Houllier's ideas, he thinks he is right and all that and Thommo was a bit on the fence, Thommo he was a bit yes some are good, some are bad but he (inaudible 467) quite interesting that. You mention about pressure football Liverpool used to play and as I say I am a Liverpoolian meself erm I've worked at Everton as well mind, but I used to like watching them play pressure football and you mentioned before about the boot room and the routine and like quite a few people come to watch Liverpool in the strong period you know the 80s and all that when they won, or 70s and 80s when they were winning everything, is there a myth about the boot room, is there a myth about the Liverpool way of playing?

A er – yeah, there is because people don't realise that it was based on common sense, you know if you give a player a chance to play, good players will play if you get after them and you pressurise them, then your good players can play and its in a part of the pitch were you can hurt people and its still, if someone goes and you don't come in behind them you look initially you look a fool because he has passed

- you and you let it go in but you won't last long on the pitch and you probably won't be playing in the next game because it was get after the ball at all times, even in training, it was always, always get after the ball.
- Q And is that just like, cos I did that with Buggy, Buggy and I used to say that all the time to be honest with you cos I used to keep shouting all the time, keep it moving
- A well yeah, constant whistles... That was it come on, come on, keep it going, basically what you just (inaudible 491) but it was good football to play cos it was exciting.
- Q What about training though, I mean it was just like 5 a side all the time, different areas, different games all in one half that sort of stuff?
- A all in one half yeah, it was probably the hardest one was the full pitch all in one half, a lot of that was done to pre season training, you know you would start in pre-season and once the games started it was routine...
- Q Where there any players saying like boss are we not working on set pieces or we are defending badly at corners or we are not scoring many corners, cos that would put the icing on the cake I thought...
- A Erm, no because as I say when I got there. You are talking Alan Hansen was still playing, so you know your not gonna tell Alan Hansen how to defend a corner are you or its not like today where there's 26 players in a squad and you could have 5/6 games, (inaudible 500) I could maybe Liverpool's team from whenever and tell you the winning team from European cup winners you know right the way through, now its only (inaudible 508) it was everybody played every week, injuries were few and far between really weren't they?
- Q I can remember speaking about the treatment of players and all that, it was like, well you know better than me, its like you were scared for your place.
- A Well if you were injured they never spoke to you anyway did they? Well they didn't you were just they turned the other cheek basically, I imagine it was the impression that they gave that if you were injured at all you were a cheat.
- Q In the days when you were there, you mentioned Kenny and all that but, Kenny kept it going the boot room idea if you like, the simple football, keep it simple, keep it simple, keep it and that stuff and Souey come in and changed it a little bit, was there rumbles amongst the players when Souey did that?
- A I think there was yeah, but again I think like with Ronnie Moran who was getting on in age, at that stage, Roy was (inaudible 524) what was supposed to be done I don't think they were ever helpful in (inaudible 526).
- Q It must have affected against someone else then mustn't it, I mean I know...
- A I think it was a mistake that he never. Would have been hard for him to do mind with them two because obviously the success that they have had but I think it was a clean sweep and he was getting ...
- Q That wouldn't go down well at all would it?
- A No.
- Q You mentioned about when you went to Turkey, er about he had the sort of like the centre back Hachim?
- A Hachim Boulent, I think it was Boulent but I know his name was Hachim
- Q You know you said he made the mistakes he made at Liverpool, he tried to change too soon and all that, do you think he had trouble with the whole culture at Turkey or was it just the Turkish football and players' culture?
- A I didn't think he had a problem at all, as I say he spent a year out there and you seen the type of he got them into the cup final on (inaudible 544) which was the arch rival and he started a fight in the middle of the pitch so you know he can

relate to the fans, you know he knows what they want he says the right things and he is still a good manager, he really is.

Q He talks well.

A He talks really well and er I didn't think he had a problem with the coaching, a lot of people that I went over there with likes of Graeme, Olly, Barry Venison Dean Saunders, he was comfortable and he looks comfortable even if he is not sure why he looks comfortable and he looks as if he is in charge, cos I mean he doesn't often get a sweat on does he?

Q Do you think in the end did he leave or was he forced out by the players do you think or?

A ...er he probably left didn't he, I think being in Turkey under those circumstances

FINISHED ABRUPTLY – LAST 10 MINS OR SO OF THE TAPE VERY  
DIFFICULT TO HEAR!!!!

## **2.2 Interview with subject 2, 'Gary' - Bellefield Wednesday 5<sup>th</sup> November 2004**

Q How do you like your teams to play?

A I am a purist – er I want my teams to play really attractive football, controlled football, erm I don't like playing back to front, I don't like playing direct football. Having said that you have to always work out your plan according to the players that you have got. As a developer of young players, I wouldn't let the goalkeeper kick the ball, at all

Q oh

A not at all, I coached them to throw it out and then it was up to the back players to be comfortable enough on it, they then in turn had to look to play through the middle of the park, now from them coming in as U17s and I always took the first years, right the way through because I felt as if they were the ones that you needed to really kind of get into your way of doing things and from the first six months or so....

Q Yeah so you said, the reason why I am asking is you like to play direct pure football, attractive, controlled, people playing to feet

A yeah, yes

Q obviously cos, what's your philosophy behind that?

A Well for the development of young players erm it was always about them becoming comfortable on the ball. For years you know we'd been complaining that our players aren't comfortable on the ball and I would go and watch academy teams play and they would play it back to front, so how in hell are you supposed to develop players who are comfortable on the ball if all your bothered about is them getting it forward because you don't want to lose a goal at your end. We lost goals at the start of every season because the goalie couldn't play or the centre halves couldn't play or the midfield players would get caught with a square pass or a straight pass and you have got to live with that because by the end of the season we didn't lose many games you know

Q yeah, its the end product is it

A it is the end product, and going away from the Youth Development side, and looking at the senior side I like attractive football. I would love to be, and its not my team, so you know

Q it's the boss's team

A yeah absolutely and again we've got to make sure that as I said already, that we have to cut our cloth according to the players that we've got, but you know I love the way that the Arsenal's and people like that play, you know I think its fantastic the way that they play football.

Q yeah, well when I was here I used to go and watch Liverpool a lot, you know in the hey day in 1980s 90s and I used to love their style of football, interestingly I have just read Wenger's book er „Professor“, er I still love football and I read loads of stuff on football and watch every game there is on TV and he calls his football „power football“ he likes power football and pace football and you can see by the players he's got and manages he's got big players whereas another premiership manager I've interviewed, I said to him „how do you like your football game played“ aggressive and you can probably guess who it is, he said „I like aggressive, not just aggressive kicking, aggressive passing aggressive defending, I like a strong team like that“. I agree with you, I mean I agree with you in terms of I used to say to young players if you can control and pass the ball with players around you so your comfortable on the ball you can play any ...



A Wenger, there is a good quote from Wenger that he wants his team to probe, probe, probe, explode. Now that sums it up for me really well. You know while your probing your looking for gaps and the thing is I try to say it to players that its not possession for possession's sake

Q absolutely

A its always looking to see if you can hurt the opposition with a pass. Now, obviously the easiest way to hurt them is to kick it in behind them but then they have got more changes of getting it than you have and for me it's a case of moving the ball quickly around your team but always looking for that gap, can you get it through the gap and get people turned round. I saw the French youth team playing against a team that included the likes of Clarky and Stuart Palmer, people like that a few years ago and then the French team was the likes of Cisse whose a revolution just now and they really impressed me by the fact that they got the ball into midfield players and they turned, I love midfield players who will turn with the ball, I see too many that pass it back, and your worse off, your worse off because now its given the opposition a chance to pressure you you know whereas you've maybe missed the chance to turn and relieve all the pressure from that side and now your into the back line, and that's when your forwards can really pick their runs.

Q they say football is a simple game and the hard part is keeping it that way isn't it?

A yeah

Q you actually mention there, and one of the things I was gonna ask you later on, but I will do it now, erm how does Sir Bobby, you've worked with Sir Bobby Robson as well and I've a bit more of him later on but how does he, how does he look at football, similar to you or have you..

A I didn't have enough contact with him because of the fact that I was academy level on a separate site and he was first team level on a separate site, so I didn't have that much contact with him. Erm, obviously in terms of the type of coach that he appears to be to me erm he is obviously very very enthusiastic which is something straight away, he has obviously got vast experience and vast knowledge and like a lot of the best coaches he says simple things, er they are not complicated things its not a load of jargon, they are simple things erm you know that's what's impressed me about the best coaches in my opinion.

Q yeah, yeah, its just, I'm nearly 2/3<sup>rd</sup> of the way through his book now, its written by Bob Harris and its fascinating to read it, fascinating to read, a bit more of that later anyway. Erm, I suspect, I don't know the answer to it but I suspect your very similar to me and I think I said on the phone to you when I talked to you originally, erm up to now, I think its now four foreign coaches, four foreign players nil, not so much foreign players but for foreign coaches 0 against foreign coaches 4 at the moment and I think that's a negative attitude but again I will come to that in a second but I will ask you a simple question „why do you pick foreign players then“ as a member of this football club, why have you gone for foreign players?“

A well you would hope that the reason for recruiting foreign players was because they were the best players that were available. Erm and not just the cheapest players that were available, erm I think that foreign players the best ones have a lot to offer, I think that they have got, they have brought things to the game

Q I will come to that in a second, I have circled that

A the best ones have brought lots of things to the game in this country

Q give me some examples then... you can name names for my benefit.

- A Going right to Klinsman, starting at Klinsman, the Zolas the Bergkamps, you know the Thierry Henri's they have brought different things to this game, to the game in this country
- Q ...technical?
- A ...technical, practical
- Q Bergkamp
- A two strikers play like that against two centre halves, does Bergkamp do that, does Zola do that, does Thierry Henri do that you know er Klinsman his movement in the box, you know our players were too static and now we have got players coming through who are making all these little blind side runs, pulling off and saying well ok if you want to go there as a centre half, I will play here, now how do you want to deal with that? Erm and instead of it being 4-4-2 that just cancelled each other out the game has become much more flexible, much more er fluid than it probably was before. You knew before that you were playing against 4-4-2 and then suddenly you know people started to introduce 3-5-2 and nobody knew how to cope with it.
- Q yeah
- A but now there's all sorts of different slants and they may well still be mainly 4-4-2 but there are different 4-4-2's now, the days of you know the wingers always standing out there, you know where does Pirez play, he's a winger but where does he play, he doesn't play right on the touch line, he plays in off the line and how do you deal with that so its brought, the best foreign players have brought new things to the game here, now
- Q what about the bad players?
- A they have brought nothing to the game, they have brought bad things, actually they have brought bad attitudes, erm you know they have brought unprofessional attitudes, they have brought er a kind of er lazy culture, you know they have and they have brought an injured culture, you know all of these things, all the things that our game has always been admired for its courage and drive, energy and determination and honesty erm and never say die spirit, things like that, but er when I first started coaching, listening to foreign coaches saying that they loved watching us cos we played with our hearts but we never played with our heads, I thought to myself well great we never want to take away the playing with our heart and the bad foreign players can't play with their heart they don't play with their heart but what I felt was that we needed to play more with our heads, never losing this competitive spirit or competitive edge we have got, cos really we are envied in Europe for the way that we play the game but they also kind of smile at us..
- Q they also laugh at us, they do, yeah I've read some stuff and I've spoke to foreign coaches on youth tours I've been on myself and they've said they know what to expect every time and in this I am arguing that we had a great chance in 1953 when England played Hungary and got destroyed by Korea at Wembley and the English attitude, I say English not British, the English attitude was that oh it was a fluke, you know they had the wrong kit on and we weren't you know jammy foreigners playing a different way to us, you know cos Hidegkuti played a bit deeper and they had erm Puskas making runs of the other striker, boxes for the other striker and we sort of had this dismissive attitude, very narrow minded attitude and then we went to Budapest in January and got beat 7-1 and nothing had changed, we still played, Puskas laughed at us and said you'd think we would have done something about it, but I think its not changed since and I think personally the foreign players who have come in have give us that because of that need, just skipping ahead a couple

of questions you mentioned about different formations, different tactics. As a first team coach now, how do you actually deal with that what special problems has it brought to you as a coach?

A well I mean they have special problems without a doubt but they are enjoyable problems, its er I like tactics, I like trying to find ways to kind of out manoeuvre the other team I like, I am a chess player and it becomes like a game of chess you know, I will sit in front of the tactics board and try and figure out a way, er weaknesses and eliminating strengths or nullifying strengths and for me every system has its strengths and its weaknesses and it's a case of trying to make sure that you are able to cope with the strengths of that system that is against you and that you can definitely exploit the weaknesses, erm how do you do it, well lets take Arsenal just now where they have got, I think a kind of lopsided team, they are better going down the left hand side, you have got Cole bombing forward on the left, they have got Pirez who plays in off the line and Henri who will run out towards the line, down the other side, it may be Lauren who is not as good as Cole at going forward, not bad but he's not as good as Cole at going forward, they might have Lungberg who both want to play in their all the time kind of thing and they will get nothing out there so we send them down the right hand side so you know

Q mm,

A well, we let them go down the right hand side, so we won't let them come out if the goalkeepers got the ball, or the centre half has the ball you can play it to the right back, you can't play it to the left back, we won't let you do it that way, so its trying to kind of change things about, how do you deal with a striker who drops off, the Zolas and the Bergkamps – well I'd love to say that you would just push your centre half in and tuck your full backs in and play like that but, and its something that we haven't caught up with in this country yet, our defenders don't feel comfortable 1 v 1

Q never played that

A yeah, I went to watch Denmark against Scotland a year or so ago and the two Danish centre halves said to everyone else you can go on we will deal with these two, we can play against these two that's not a problem

Q I did that with Eddie Youds and Mark Wright at Everton

A yeah, well if you can do that, then you have an extra man because again in this country we have always grown up with screens in front and cover behind and your wasting all these extra players you know so you then go to a team who don't play like that and you wonder why you are getting overrun in the middle of the park or you wonder why they are always getting an extra man up front or whatever you know and these are the kind of problems that we've got, you've got you know you've (inaudible 129) against Chelsea against the lash and Chelsea murdered us twice down there and just because Zola played in the space between our midfield players and our back players and Hasselbank always looked to threaten the back of our back players so they were frightened and were dropping off...Zola was getting all the space, turning and of course once he has turned Hasselbank picks his run

Q start picking him out

A and you know then your definitely in trouble so that's a difficult one to deal with the player who drops off. I don't like, I like a 4-4-2 I will play any system depending on what the players I have available, but my two if its going to be two up front, I don't like them playing as a two, I like them to play one on one and not necessarily the same one all the time because if it's a different one then it becomes even harder, cos if you then say well we'll deal with this by saying, ok you pick up

- Zola, well what if Zola goes and stands besides your centre half? And Hasselbank comes short, now that's made your organisation more difficult
- Q and the players don't like that the players feel uncomfortable then anyway, centre-backs
- A yeah, whereas you know what they really then have to say is well you pick up the one who drops into the hole and we will deal with this one who comes here..
- Q interesting that, I will come back to that later on because I've got an important one for you.. You have erm you have a lot of foreign players here – how do you support those players? You know, different cultural climates, do you have any support systems for them?
- A We have a a man in full time Bill Ellerby er who who works full time here only looking after the needs of the players, now that's not just the foreign players, its anyone that comes in, Bill will do everything from sorting out their accommodation to picking them up at the airports to dropping them off at hotels to sorting them out with a restaurant to go and eat and he does absolutely everything for them. Every flight that they need to get, Bill can sort out for them, he sorts out the bank details, he has paid their bills – he does the lot.
- Q That takes their mind off – that's how they have got a different culture anyway – what about, er I know you can't always speak for other clubs but it seems to me on the outside looking in, the likes of Man Utd, likes of Arsenal, to a lesser extent Liverpool, have assimilated their players really well, foreign players have settled in pretty well generally, particularly in Man Und and Arsenal I have to say and yet other clubs like Villa are poor at it – why do you think that is?
- A I don't know
- Q Is it the Englishness of it or
- A I just don't know because I don't see any problem here, I don't see the lads having any difficulties happening at all, you know I don't see any cliques, I mean obviously the two Swedish lads will maybe be together more often than not kind of thing, a couple of African lads will maybe be together a bit more than with others but I don't see any problems here at all, I don't see cliques developing, I don't see you know there's the foreigners over there and there's the british lads over there..
- Q Like that one, in the Dutch camp in the World Cup
- A yeah yeah, unbelievable that
- Q Yeah – o.k going back to you a bit then now, what was your „coaching education“ if you like
- A going back how far
- Q you tell me –
- A well
- Q when you just finished playing then
- A Well I had already, before, way before I had finished playing I had already done my coaching badges
- Q Scottish ones?
- A In England and Scotland so for five years I did coaching badges and that was now I think I started at 26 and by 31 I had both my Scottish badge and my English badge and they were telling me that I was a coach and I thought well I am not coaching you know, I enjoyed going on the coaching course, I was actually disappointed in some ways to actually finish them because I enjoyed the camaraderie, the learning, I enjoyed the social side of it, the camaraderie the spirit that was built up and you know I thoroughly enjoyed going back each year, but what happened then was I decided that o.k. there's no more coaching badges for me to do, I better start doing

some coaching so I spoke to, I was still, I was playing at Blackburn at the time and I spoke to Jim Furnell who you probably know and said to Jim is there any chance I could go and start watching the Centre of Excellence, so he said yeah go down and help out and (inaudible 177) Dave Hall who you probably know as well and then I started to get a little bit involved in things you know watching mainly joining in quite often erm and then you know started to kind of take little bits of sessions and of course with the little ones when they are doing all their tricks and turns, dribbles and stuff like that they can do with the help of an individual coach you know

Q on a one to one basis

A started to kind of develop that way and then Blackburn opened a satellite centre and I took it erm so

Q Where was that one?

A That was in Leyland, so I started working then with groups of players you know on my own erm and as it was going on obviously with the changes going on at Blackburn and things, I was still playing and then I got injured, I dislocated my shoulder and broke my collar bone and while I was out, you know I was gonna be out for a few months, while I was out Kenny said to me would you like to go and help Jim, I know you are doing some coaching, he had checked up on all of that, I know you are doing some coaching, would you like to help Jim Furnell who was now struggling to kind of get around that well kind of thing, help Jim with the youth team, so I went down and again I was only helping out, I was doing my rehab and doing the coaching work as well,

Q was that at night

A no it was during the day

Q ah brilliant yeah

A yeah so that was working with the actual youth players erm and then at the end of that season Kenny came and said to me I am really pleased with what you have done, we want to offer you the youth team coaches job and it was one of them where, „oh what do I do“, because I had always said that I would keep playing until nobody wanted me anymore and I can still run now you know er and so it was one of those really frustrating things – I saw me still playing until I was like late 30s and stuff like that you know and I had to make a decision and it was a really hard decision but I thought to myself well I might only get another couple of years out of playing football, 35 I think at the time I might only get another couple of years out of playing and then I might never get a coaching job, whereas if I take this I might get a career.

Q Even though there was a big drop in wages probably – big decision

A It was yeah, it was quite significant but it was the best decision I could have made. I am still disappointed in lots of ways that it happened when it did, if it had happened a couple of years later, that might have been ideal but you know I was in the right place, slightly early erm but I knew that if I didn't take it he was going to offer it to someone else so I took the job – yeah – and I was dead lucky because as a young coach who was you know like a sponge trying to learn from everyone and anyone, erm I was really fortunate because at that time Ray Harford and Kenny Dalglish were the partnership at Blackburn and Kenny is not a coach but a great manager and I mean a great manager of men and terrific you know the way that he looked after players, you know he would take everything for himself that was wrong and give them everything that was right, you know and he was fantastic, his knowledge of players was fabulous as well, opposing players and the way that he

would kind of drop little nuggets into the senior players about opposition goalkeepers, defenders, forwards, whatever he had great little bits of information for them so he was fantastic on that and

Q and Ray was the coach?

A yeah, the other thing about Kenny was that he believed that the players should make all the decisions. You know the players, don't tell them what to do, they need to make the decisions you know in an instant and Ray was if you like the other side of that, he was the very well organised, very thorough coach who felt that the players needed to be told what their jobs were, that needed to, there had to be a structure, so Ray had and Ray was fantastic at coaching 4-4-2, erm and I used to sit and listen to them arguing with each other

Q I bet you did

A you know Ray saying that he's in that position, he's got to do that and Kenny saying no he can do this, he can do that, he can do the other and it was fascinating how they weren't arguing in any kind of bitter way but there was discussion if you like and it was fascinating to listen to that, you know a lot of my coaching was learned sitting at a table on a Friday afternoon, listening, now I won't say talking to them but listening

Q you keep your mouth shut yeah!

A but listening and just picking up as much as I could and Ray was brilliant on the if I had a problem I would go and speak to him about that, you know he would help me out, he would come and do sessions with the lads and things and Kenny on the other hand would come and watch a session that I was doing and start to give his little bit of input and stuff like that in it but he would never dream, I mean once I asked him to come and work with James Beatty and he said, „well I don't know what to do“, you put a session on and I will talk to him, and thats what happened and it ended up that all this knowledge came flowing out but in a way that couldn't have been taken in by James because there were just too many points, you know before you knew his head was spinning, but I was then able to kind of take all that aside and gradually drip it in to James and know that as he was getting one thing, now I can give you the next bit, now I can give you the next bit. So that was a, I was really lucky to get that time

Q I mean, I will ask you the question, I remember talking to Ray Evans one time and he said I couldn't do what you do, I couldn't set sessions up like you can, he said but I tell you what I can do, I can coach Liverpool players and that was that, any other influences then, major ones

A Watching good coaches – Don Howe, Dave Sexton,

Q I did the same you know with Steve Burkenshaw

A yeah, I didn't see Steve Burkenshaw, Eric Harrison,

Q yeah yeah, I am talking to Eric tomorrow

A Yeah, well I mean Eric always says there is one which right into this turning with the ball you know this do you know what's around you, you know er fantastic as far as all that's concerned, Dario Gradi, you know people like them I would travel the length and breadth of the country to go and watch. To the extent that Don Howe actually said to me one time, „are you here again“, and I you know of course I was there again, because every time I went to see him I got something else, er I started to get influenced a little bit by foreign coaches and foreign styles of play and things like that as well you know the Ajax way of doing things fitted my philosophy brilliantly because it was pure football and one of the best times of all, you mentioned earlier you would go abroad and they would say ah we know what

- you are going to do, we actually went abroad and beat Ajax at their own game and they were gob smacked by that cos they actually said to me we have never had that done to us before.
- Q I did the same cos I got a coach of the tournament one time because they were expecting a 4-4-2 and because I looked at the way, Ajax weren't but Groningen was there and Ronald Koeman people like that and they played AC Milan, we played Turkey and I got coach of the tournament cos we didn't play 4-4-2 I played 5 in the middle to stop them playing through midfield and they just couldn't, all of a sudden, cos I had that combination of English heart, we played disciplined we played some good football we played through them,
- A We played 4-3-3 against Ajax and er it was really interesting because a couple of months later Juventus did that to them in the final of the European Cup erm and that's what stopped them and I was a bit lucky in kind of stumbling on that because I was at Seville Montelle where I had been at a presentation by Kol Adrianz who was the head of the Ajax youth development at that time and he said the only way you will beat Ajax is to play the same way as they do, and I thought well I don't think we will beat them doing that because they have been doing it for years and we are gonna come and say well we will do it for this game so I didn't think we would do it but what I thought was „well if they want players at the back“ then you know and they have got this confidence that they can play their 3 against you know whoever man for man, well I happened to have Damian Duff, Damian Johnson and James Beatty as my front three, so
- Q they were busy
- A We gave them a few problems!
- Q I'll bet
- A you know and we ended up beating them
- Q we ended up beating them, cos Koeman wasn't the quickest, we were playing, they brought him in the final cos he was at another team and Johnny Morrissey was with me at the time and he just ripped him to bits, we just put him right on the sweeper and he was like 30 yards deeper than the back 4, or back 3, and they couldn't handle that at all. You mentioned a few foreign teams there in terms of foreign influences, erm I mean I am focussing primarily on foreign coaches and I think they have made a vast improvement to the game in a lot of ways, cos they have brought these problems we mentioned, they have brought these technical innovations or tactical innovations, in terms of, how do you think they've coped, how do you think we've coped as an English game altering our mind set to embrace these, do you think the foreign coaches have overcome that mind set.
- A Again, I think the best ones are there you know and again comes, I find it strange that people can say they are against foreign coaches and against foreign players because there are good foreign players and good foreign coaches, just like there are bad ones, but you know there is a saying in this country, there's good ones and bad ones, and so we will all take the good ones, you know whether they are foreign or whether they are British and we don't – none of us want bad ones. Whether they are foreign or whether they are British and for me we, it would be really kind of insular of us to say they can't teach us anything cos they've taught us loads of things.
- Q Absolutely...
- A And they have probably learned a lot of things from us as well.
- Q yeah
- A I don't think it's a one way thing, they have probably learned a lot from us.

Q yeah, I've spoke to – sorry, go on...

A I remember Arsene Wenger saying after being here for a while that I will always have to have a nucleus of British players in the team, you know, now funnily enough he's probably gone away from that as time has gone on but if you remember when he first got his success the back four

Q Dixon

A the back four and the goalkeeper straight away you know, er the odd one sprinkled around as well.

Q Do you think that's one of the reasons, perhaps one of the reasons why they are attracted to Chairman because the Chairman perceive them as being able to get the best out of the foreign players at the club or is there more to it than that.

A That may well be one of the reasons, I think another reason is that you know there may not have been enough good – er I've just lost my thread! I think they probably looked at them initially and thought well there aren't enough good coaches in this country, at the time. I did the thing on the inside recently when I said that I would hope that that is gradually changing, I would hope that the new up and coming coaches you know, the younger managers and things like that...

Q the likes of McClaren, people like that...

A yeah, and David [Moyes] and people like that who are very open minded. Erm, I would think that they have probably learned a lot of things from these people as I would like to think I have and I hope that you know in a few years time there is no need to look elsewhere for foreign coaches, but again if they are the best that are available at the time then I think we should look at bringing them in. Don't get me wrong, I think as well that there is a wee bit of sexy images and its good to – if you bring in a foreigner you know then everyone's gonna think, oh I have never heard of him but he is probably really good and they may well kind of fool some of the people for a while but of course if they are not good coaches at the end of the day then they will fall by the wayside.

Q Christian Gross?

A Aye, Isaac here, as has happened you know

Q Interesting you said that because probably arguably one of the most, certainly the most successful managers Britain has ever produced, Sir Alex Ferguson, signed up Quieroz, and yet what's your thoughts on that, why did he do that do you think? Well cos he's won everything there is to win in the game, in the European game and yet he still added a continental flavour.

A yeah – again, maybe just looking for something different you know, obviously he will have er he will have done his homework, he will have spoken to people in UEFA and things at that time, go on tell me who the best coach is that is around, erm now you know he had brought in obviously he's worked mainly with British coaches Alex Ferguson, and I mean its interesting you should mention him, the Scottish managers have had a great deal of success in England, and that's not me talking as a patriotic Scotsman, it's a fact.

Q No – Shankly, Busby, Jock Stein

A Yeah, Dalglish, Souness, Ferguson, you know to a lesser extent Strachan and people like that. George Graham you know, they have all got a, they have been very successful and you know is that because they are very demanding, they are very aggressive, in terms of the way that they want things to be done,

Q is it because they bring new ideas though as well? Cos the first foreign players if you like were Scottish footballers coming down to England. Do you think they are



- more open to new ideas, being able to put their ideas across cos you said for example when Shankly first came down he put the sweat box in...
- A yeah I know
- Q where did that come from, people didn't know you know, at the time they were quite innovative for him but is that the strength of character to sit through now whereas had Sounness tried the same sort of thing at Anfield, and he was full of good ideas but perhaps they weren't ready for, as you said before, rather than punched in the face by Dalglish, it was a drip feed thing, and I think
- A possibly, possibly, I mean obviously Sounness was bringing in from Italy, wasn't he, I mean and as you say maybe we weren't ready for that yet.
- Q you will know, I mean the word within the game, its not gossip but I mean there are problems with some foreign coaches as well, you know they haven't for whatever reason, likes of Gross, Venglos at Villa when he was there, Ruud Gullet and even Vialli, have you heard sort of anything on the grapevine or between the lines the reasons why they struggle, is it because they have too much of a personality?
- A Well, I mean the only one that I was reasonably close to and again I wasn't close in that I wasn't working on the same side or anything but that was obviously Ruud Gullet erm and I think that he probably fell by the wayside because of his man management...
- Q lack of or...
- A lack of,
- Q Just couldn't...
- A well you know he actually kind of seemed to alienate the big hitters at the club you know, the Shearer's and you know, the strong core group there, erm Shearer, Batty, Speed and er Rob Lee, those kind of lads and they were all good lads but for some reason Ruud...
- Q what was he like in terms of did he get his tactics across, did he get his new ideas across, was he a communicator in that respect?
- A Difficult for me to answer that really, I liked the sessions that I saw him doing but they were fairly kind of few and far between erm but I know that he didn't have the players, I don't mean he didn't have the players because obviously...
- Q on side
- A what he didn't have was the players who were really gonna perform for him you know and with him and that wasn't something that happened right at the start that was something that happened as it went on because of the way that he treated them you know erm
- Q I spoke to erm, another subject and he described erm Sir Alex Ferguson for example as a top premiership manager, but not for obvious reasons they said because he is without doubt the best spotter of talent and also the best motivator of players, not so much getting them against the wall and stuff, but he has got different ways of doing it. How important do you think that is at top level to motivate players, given the fact they are multi millionaires, I mean?
- A Exactly! How do you motivate a millionaire? You know how do you make them want to go and do that extra run and things, its gotta come from within and this was something again that trying to develop young players you wanted them not to want the money but to want to be the best and Shearer was a great example for me at Newcastle, and at Blackburn especially Newcastle because he wasn't quite so kind of rich and he hadn't done everything when he was at Blackburn but obviously latterly at Newcastle he's you know he's become legendary you know

- erm and Alan said that he just always wanted to be the best. He actually came to a, I asked him to come along and talk to the kids at an Academy open night and the kids and the parents were all there and Alan actually said, off his own choice he actually said „listen, don’t worry about money – worry about being the best“ if you are the best, you will get all the money, you will get more money than you need, don’t worry about money“. Never worry about money, that’ll come to you. And that was is, I mean I couldn’t believe it when he said it because that’s the message.
- Q You couldn’t have edited that could you?
- A No, no and you would almost think it was stage managed, but it wasn’t, he just came out with it by himself and Alan Shearer does want to be the best.
- Q Yeah
- A You know he still wants to be the best he has had such bad injuries that he could have packed in and never had to work again in his life – years ago, but he has kept on going because he wants to be the best. He wants to be the top scorer every year.
- Q you can’t buy that can you.
- A No.
- Q I know there was quite a lot made of, well you have answered quite a few of these questions as we have gone through, but a couple of big ones really. Do you think Foreign coaches are better prepared for the job as a manager than their English counterparts?
- A They probably were, they probably were in the past because as we know there coaching licences were much more demanding, much more hard than the ones that we had at that time, I mean to do my English badge I went for 2 weeks to Lilleshall, to do the Scottish badge it was three years but to do the, you know it was only a 2 week, well the Scottish one was about three lots of 9 days, now how can you be properly prepared to be a coach having done either 4 weeks or 5 weeks you know and that’s it, as I said I walked out one day and they told me I was a coach and I had never done any coaching! You know and so obviously for a number of years now the foreign coaches have had to do the hours, they have had to put in long long hours, they have had to go into all the other aspects of the game, the management skills and knowing something more about physiology and something about psychology and things like that so I would say that in the past they have been better prepared. Obviously with the fact that we now have to get a UEFA A award, I would say that we are going to become as well prepared. And in the past all we concentrated on was the technical and practical side of the game, and as we know there are just so many other aspects and even more so, more applicable nowadays because you are dealing with millionaires.
- Q Absolutely – I am just gonna make sure this tape hasn’t finished. Just a couple of questions that I think are important, you have sort of touched on these and I am going to go back to these cos you’ve mentioned them, the players, scientific support they have now, the big question really is, for me, and I think I suspect you will have the same answer as I have – is English football on a learning curve?
- A Yeah – I would certainly hope so. I would certainly hope so, if its not then we are going to go back to the days of Hungary and you’ve got to be out learning all the time, surely the game has got to continually evolve. The game, you get thrown up different problems all the time – how are we gonna deal now with Ruud Van Nistelroy starting offside all the time so when the play is building up he is off side but by the time its gonna come to him he is on side and ready to go back in again and your centre halves don’t know where he is now.
- Q Impossible to play him?

- A correct! Where is he, so you know there's the next thing how are we gonna learn how to play against that? Are our centre forwards gonna learn how to do it you know, the game has to continually evolve.
- Q I agree with that, do you think then will foreign managers and foreign players, particularly foreign managers help that, will that be a catalyst towards that learning curve or will that impair it to you think?
- A the good ones will, you know again the good ones will help it without any question
- Q for yourself as a developing coach, are they role models for you?
- A Anyone that can show me something different is a role model, anyone that I can pick something up from is someone that I will be more than happy to do that. I don't have this big ego that says well that's it – I am now Assistant Manager at Everton and everyone should be looking at me – I mean it's a bit, it's a funny situation, I get asked to do a lot of demonstrations nowadays and on the one hand that's pleasing and its complimentary and stuff like that but on the other hand I am not learning anything while I am doing them, other than perfecting the art of putting presentations on, I would much rather watch somebody else, and then you get a chance of picking something up
- Q Yeah - I agree
- A Now I see a lot of people who go to watch demonstrations, they almost go to pick holes in it
- Q Yeah, yeah
- A now I don't see the point in that, because you could do that with every single session, there is always something to get now as a young coach as a new coach I went like a sponge and came away with a whole load of stuff and gradually you think, well I've seen something like that before and I have seen that before and you then say well can I just manipulate that a little bit and recreate a practice for myself and before you know it you've got to a stage where you are developing your own practices and you go to demonstrations to get a sentence, you know something or a word or a different way of saying something or even to get yourself a bit of time to think where you actually watch somebody else's thing and your mind starts working and you start kind of putting together something else, it will trigger something else off.
- Q I used to, I used to always go and watch people like Malcolm Allison, one time, I will never forget it it was just an unbelievable drill looking at how the back 4 played, he narrowed the field down and said these 4 are playing against 11 and you won't score past them, and they didn't! It was unbelievable, it was little things like that you would put things across and I used to have the same mentality, it would be a positive mentality rather than er its a bit arrogant really a bit negative and you know I'd think oh that doesn't work, if you come out with one thing you haven't got before you have done fantastically. You mentioned something there about people picking fault in those demonstrations and everything but again there has been conflict between Houllier and Souness, conflict between Wenger and Ferguson, do you think there is resentment against foreign coaches because they are foreign or because they are foreign and successful?
- A I think because they are successful. I mean we have all seen Alex Ferguson has conflict with whoever it is that is challenging them, you know now there were bits and pieces with Kenny when it was Blackburn that won the league, erm there was a thing with Kevin Keegan when Newcastle were the ones that were challenging, now if its Chelsea that are gonna do it this year, you can bet your bottom dollar something will happen between Alex Ferguson and Claudio Ranieri.

- Q So I will turn to that question now then – do you think veiled its not overt its not obvious, is there a veiled admiration for them then?
- A I would think that...
- Q A secret admiration
- A most clubs would admire successful coaches and successful players you know and I admire the Arsene Wengers and er Gerard Houllier’s people like that because they have done extremely well – they have been extremely successful – Claudio Ranieri, it will be really interesting to see how he copes – I admire how he is coping with the pressure at this moment because
- Q unreal
- A you know they can’t lose a game without somebody talking about the fact that Ranieri could lose his job, its just a matter of time and I hope he is successful because it’s a real shame for the man
- Q Some result last night as well...
- A fantastic result
- Q Have you worked with Eriksson at all
- A No, no
- Q I am going to throw a last question at you now then, erm would you work abroad.
- A I would certainly consider it yeah.
- Q I don’t mean right here right now, I mean would you if someone, Barcelona or someone, Real Madrid would you work...
- A Yes
- Q Why?
- A For the challenge, to develop to work with different players to work in a different culture.
- Q so would you be flexible, would you embrace new things like that, new ideas, so why do you think then...
- A I think you would be wanting to put your stamp on things, you couldn’t just go in and say well I’m gonna suddenly become a Spanish coach, because your not a Spanish coach.
- Q that wouldn’t be why you are employed
- A no – so I think you would have to go in with the things that had got you the job in the first place but be ready to adapt to a different culture and a different mentality and different needs, you know requirements of the game.
- Q Do you think, this is the last question now cos I am quite interested in what you said there – do you think really that a professional footballer at club level – there has always been a bean and chips culture if you like in our English games, its always that way, do you think now with the new professionalism and he new approach, tactical approach, scientific and technical support approach that foreign managers, have by and large brought in and foreign players are used to, do you think that its helped develop a different club culture across the league now?
- A Yeah, I think it has, er I definitely think that you know well you just have to look at the food that the lads get here and everything on a daily basis, it’s the right food, you know it may well be er [end of side 1]...but I think as well that we’ve got to remember what made us successful as well, and we’ve got to be careful that we don’t go so far the other way that you don’t retain the spirit and the bonding between the players and things like that, this camaraderie you know we have always been strong teams, we have always made sure that we were there to help each other out and things and we shouldn’t lose that. I said earlier on that we should never lose the playing with our heart, this will to roll up our sleeves and get

stuck in, we can't lose them because they are things that the foreigners have envied for years and still envy from our game the fact that nobody rolls over – you have got to add to it and it's not a case of replacing it's adding and I think the players understand that they can't have that beer culture and fish and chips and stuff like that as was the case in the past. And I think they realise that if they continue to live their lives properly then they will be successful but at the same time we don't want them to stop going out as a group of lads and you know having a good time and bonding and things because that's all important.

Q I think you are right and I think your attitudes, I am not just saying this to be nice to you but I think your attitude towards the game, I have got a similar attitude myself in terms of you know always looking for new things, ideas and I think too many people in the English game are too negative towards it and a bit insular.

A yes, yeah very insular...

Q and they are a bit arrogant?

A yes

Q they think because we've invented the game we know it all.

A yeah

Q so what makes a good Premiership manager then?

A I think nowadays somebody that is er tactically aware and somebody who possesses really good man management skills

Q and the ability to embrace ideas, innovation

A absolutely, plus recruitment, if you wanna be a great coach, get great players

Q absolutely – good way to finish that!

**2.3 Interview with subject 3, 'Karl' on Thursday 20<sup>th</sup> November, 2003 @ 12pm – Manchester City, Carrington Training Ground, Manchester**

- Q I really appreciate you coming today
- A No problem, no problem
- Q I used to work at Everton as a youth coach at Everton, for about 15 years yeah
- A Oh, right, Bellefield?
- Q And I (inaudible 2) might at Bellefield, I had Macca in there, and Robbie as kids, until a certain coach, I won't tell you who it was said they weren't good enough!
- A Yeah, well we've all made mistakes cos I've turned a few away
- Q Er, I'm not being nice to you but what I've, I've got to ask you a couple of questions. How should the game be played - how do like your teams to play? I know you've had people say oh you know your too attack minded, I love watching your teams play. How do you think the game should be played?
- A Well, I think one of the truest things, a team reflects the Manager you know, so if the Manager is a defender, I think his team's gonna obviously start by defending, because that's what that guy has thought on on all his life, you know that's his comfort zone, so your midfield player is probably gonna be a bit in between the two, if you're a forward I think, you know I'm not making excuses for that, I see the game still from a forward's point of view, how do we get to create chances, how do we, whilst not ignoring the better side of defending, and of course what I do to compensate that is I put people round me who are defensive minded.
- Q Faz?
- A Faz, Stuart Pearce at the moment, and you know Arthur Cox probably all three would come from a different point of view from me and then you know, there's like a compromise in between, yeah.
- Q So the package is good. When you went, erm when you went abroad, how did you manage you know you were playing in Germany with PSV
- A A few years in Hamburg yeah.
- Q How did you manage to change, was it a big culture shock to come into Liverpool, it was the days of Shanks when you did traditional, you didn't do a warm up or whatever.
- A Oh, it was totally different but you know, I think it was an eye-opener for me...
- Q Eye opener?
- A Training in the afternoon at 3 o'clock, which is when you play and that's...
- Q makes sense...
- A ...makes sense if you think about it, amazing we don't do it in this country. Obviously 3 o'clock there its, (inaudible 17) its only 2 and its getting dark, so that's probably one reason, the other reason is we've probably got into the routine in this country of training at 10.30, finish about 12 – 12.30, have a bite of lunch, go home pick the kids up, the players you know, its became like almost a comfort zone and its to the point where if you say to players oh we will train later, they say I've got to pick the kids up you know, and you've got to say to them well your wife gets (inaudible 20)
- Q Exactly It's your job
- A yeah, but that was good. Erm, we did a lot more, cos we had less games we did a lot more technical work and with a lot more physical work
- Q Its amazing that yeah
- A Well, it is and yet when you think about it, it isn't because there's no reserve leagues over there, there isn't in Spain for example, there isn't in Germany so the

only way you keep fit is through training and you tended to have smaller squads and because they didn't have the volume of games, they didn't get the injuries.

Q What would be a typical days training for you then.

A In Hamburg?

Q As compared to say Liverpool

A Erm, a typical day, in season, would be you know come in about a good hour, I mean we used to get in very, very early I mean a lot of people joke about the German's with, you know you can't get a sunbed but if you had training, see training at 3 o'clock say, you'd never get players coming at 5 or 10 to three, unless they'd been involved in some real big traffic jam. Players get there about 1.30, 2 o'clock, they go and have a massage, then go and do some stretches, they would go out on the training ground half an hour before training the began and make their own little price what they call a circle, price, but they would do it properly, it was a real, I mean the coach would come out and say at 3 o'clock spot on, he wouldn't let that, if he thought that was good he would leave that for another 10 – 15, so you could be warming up on your own properly for about 40 minutes, just you know not running kicking them a long way, just little passes and moving and you'd be wringing with sweat and then you'd start your stuff and the coach, I mean I had two different coaches, well three really in the three years I was there. One lasted a very short time, but the last coach a guy called Zebec, he was very, very clever. I mean he had this tremendous ability to bring in all the things he wanted to happen on a Saturday, he brought into training without ever setting them up in a way that was staged. You know he had this wonderful, he was a great player and a great coach and he had this wonderful knowledge of how to do that which I've never quite fathomed out.

Q Technical knowledge as well and...

A Yeah, he knew how to get players to do what he wanted them to do without even players realising, you know

Q He was clever

A They were doing it without him saying I want you to do this, it was set up in such a way, you know he would say look at getting this and er, he wouldn't actually say this is what I want, he would get what he wanted.

Q Did Zebec do much work on technique in training?

A Yeah, to a point but I mean we had, remember we were all pretty much in (inaudible 43) other players, Eddie Everett, Peter Schmeichel who is now the coach there, Stuttgart are doing very well but we had some wonderfully gifted players around so, but we still worked a lot on you know passing movement, short sided games yeah, I mean we did a lot of that and we did (inaudible 46) as well. I mean especially with Zebec and we won the league by being the fittest team.

Q Yeah, you know its amazing you've said that cos everyone I've spoke to, I can't tell you who I've spoke to obviously, I mean anything you say between me and you will be confidential.

A Sure

Q There won't be anyone else, but they've all said that coaching is a lot of physical stuff they are not obsessed by it, they are quite strong on that.

A Yeah I mean we quote it like mad up here but you know circuits, we could be doing it once and then we could do it three times within about six weeks and we are doing running which you know I wouldn't get enough players to do that, they would just rebel.

- Q Yeah
- A ...but we did it and we won the Championship. I think the German players are very disciplined I've got to say, erm you know they never questioned, they might question afterwards but they would do it
- Q Do they not question the coach at all?
- A No – it is very, very rare that you would, we never ever questioned him you know, because we were successful
- Q I watched Bayern Munich training at Bellefield when Everton played them in the Cup Winners Cup, and I watched when Klaus Augenthaler was playing, I watched train 5 against 2 and score for like an hour and I just thought then like how good it was good technical moves. What did you bring back as a player then, you obviously learnt a lot from playing abroad. What have you brought back into your management from that?
- A The difference it made, I mean I was fit at Liverpool don't get me wrong but I wasn't as fit as I was to become, erm because...
- Q You didn't carry much weight Kev did you?!
- A No, no I didn't carry much weight but I'm talking about really, really fit, I mean if you look at me in a Liverpool kit and then look at me two years later in a Hamburg kit, wow I mean I was a different, I was the same weight, I was actually a stone heavier but I was solid, we at Liverpool, it was just the way at Liverpool, we never really did circuits, we didn't really do them.
- Q Not really (inaudible 63) traditional?
- A This is what work we're doing, quite right you know in the Hamburg way physical yeah, erm not so much the long cross-country.
- Q Do you think that when you get to your training no?
- A No – I wouldn't. I probably wouldn't – I don't think its right, the game's changed now - I mean I have a different approach, you know I wanna make sure that I'm not over training the players you know and as well as its worked well the training I don't wanna undertrain them, trying to get that balance where you've got them fit but they want a football on a Saturday, you know they are not fed up with it on the training ground, that's very important, there's a hunger and a desire to want to go and get a football and play with it.
- Q Absolutely
- A Erm, not sure we've quite got it right yet, we had it right at Newcastle for a long period of time where you just got a feel well that's more (inaudible 71) we'd go swimming a lot we've got a lot more technical and you know I believe in most of it but some warm ups we do I question whether it really prepares players, I think its gonna get to a stage where they are certainly preparing players from injury (CHECK THIS 74 NOT EASY TO HEAR!)
- Q I was gonna say (inaudible 74)
- A Well that's what its for, we debate it all the time you know, er can we get them from that mode where they are you know playing a game and there's got to be something in between and we have (inaudible 75) but we have Pete Morgan between who looks after them.
- Q Has working abroad and playing abroad improved your management style. Have you brought any ideas back with you or does the team play the continental way or....
- A I don't think so really I mean, my team, what I do is look at the players I've got and then find the best way of playing with them, I don't sort of say 4-4-2, we played wingbacks last year, the year before we won the league with 99 points



scoring 108 goals then we played with wingbacks in the premiership and found that we struggled against the really good sides, we've gone to 4-4-2 this year but its mainly because of the players I've got. You know if I look and I've got a good full-back, I'm gonna go with three at the back and play with wingbacks, I've got someone down the right in Sean Wright-Phillips or summit so that's what I do and every week that's like liable to change depending on what players I've got available.

Q Are the players comfortable with that change in formation?

A Yeah, I think so, I mean...

Q So they don't struggle with that?

A Yeah, I think here they've no excuse because we, if we revert back to the other system we've played it, so they can't say, well they might say well we haven't played it for a while but you know for some games, with the personnel you've got it it's the players, how can I get the best out of these 11 players, not what formation do I wanna play. That's, then it becomes about you not about the players, well I'm playing 4-4-2, yeah, yeah. I say well lets see what I've got, I prefer 4-4-2 but with these number of players, I'm gonna play that way because this kids very good going forward, he's all right in midfield, he's not a great defender, this kids very quick and he's good going forward, he's a great wingback and then if you've got an inventive player in the middle, it allows you to have a, you can put, because there's five in there you can put someone who's not particularly good when you haven't got the football in there but is very capable when you have, so that you know that sort of thinking.

Q I'm gonna give you a pre-question question here, do you learn from your mistakes as a Manager? You personally I mean?

A Er, possibly yeah. Although you can go through thought processes, you think when you finished 9<sup>th</sup> last year, right we're gonna go away from home and be more solid, we are not gonna lose those 9/10 games we lost away from home, we're gonna get some points from those games and then as Saturday gets nearer you think oh hold on we can beat these you know so I always tend to go with the pos. ... I try and everything we do here now is about winning games.

Q I love watching, yeah I love watching your teams play.

A Winning games?

Q That's your philosophy isn't it?

A That's my philosophy and if someone says to me you've got to change that round, get them behind the ball, I mean I could do it for a game or two but I wouldn't stick in the game if I had to do that, that would not, I wouldn't come in the morning thinking wow I'm really looking forward to this you know I like my inventive players and I like to find a way to accommodate them, for the benefit of the team, you know obviously.

Q Well it seems a very happy club I mean just coming in now.

A I think it is yeah, I mean we, the philosophy we work on here is lets look after the players and then when they go onto a football pitch, the training ground's as good as anywhere, the foods better than any club in this country the place is spotless the dressing room, the kits immaculately clean erm the dressing rooms and its got big baths in there, so when they go out to train they haven't got a worry in their mind except to train, you know they can't turn round and say well the place stinks or the baths aren't clean or whatever you know, there's nothing...

Q Absolutely yeah

- A ...to say you know that's not good enough for this club because they see all round good standards.
- Q Cos you've done that with the foreign players, you've got a liaison person as well to make them settle in and...
- A Yeah he's very good, he's very happy and that's very important.
- Q The reason I am asking you the pre-question questions I think, would you say, well I won't give my thoughts, do you think that we are arrogant as a football nation, do you think well we invented the game, I'm not gonna bother changing things?
- A No I don't think we are arrogant. I think we are stubborn, I think stubborn is a better word. We are reluctant to change you know but its being forced on us and because its being forced on us we think well, I am a great believer in this is what you've got to do now you know, you've gotta be more understanding, you've got to allow for different, I mean you've got Muslims at this club who don't eat in Ramadan you know, stuff like that. I mean its years and years and years ago, you know in this country if someone had said I'm not gonna eat for a month or erm I've gotta go to pray three or four times a day, the old fashioned manager would say you know if someone had said in our day I'm gonna go and watch my wife give birth to the baby, your joking, let alone a match you know! Things have changed and what, I think what the secret is you've gotta change with it. It doesn't mean to say you agree with everything.
- Q You were great with the kids there by the way, superb there.
- A Oh, er that's a make a wish thing, those kids are dying.
- Q Ah, I said to I was talking to the lads before and I said when I was at Everton there were players who were great like that and there were players who wouldn't do things like that which I could never ever comprehend why players wouldn't do things like that.
- A Well I think some, some I just saw them before and said „see the kids over there, most of them won't be here next year so we're gonna give them a bit of a special time“ but then you've got to let em get on with it. If they don't wanna do that
- Q Yeah yeah yeah
- A you know but you have to inform them and then its up to them and they're all different, you know some will go in there and they can't mix very well and others well, like look at Sean Wright, you'd think he was one of them you know.
- Q Big kid yeah!
- A And he felt great, cos he is you know he's small and he can relate to them,
- Q He's only young as well.
- A He's 22, you know he's he is not a baby anymore like but he is still young.
- Q In terms of your preparation now, there's lots of different foreign coaches coming into the game which do they present you with different problems, Houllier's team or Wenger's team or Ranieri's team or is it the fact that they've got great players?
- A I think you've got to look at, it doesn't matter who they are, if they are successful what do they do, you know how do they prepare for games, you know we asked David [Seaman] what do Arsenal do you know and er sometimes they do things that you wouldn't think of doing you know you think well I mean we like get the players out of the hotel the morning of a game if its played at night, get them some fresh air and a walk, but they just stay in bed and then go a stretch in a room somewhere in a hotel and it, we are swimming a lot now which is something our fitness coach believes in and thinks its great erm in terms of rehab

and stuff erm but I think you've got to be open to everything, I mean we, I go and look at all sorts of things and if I like it I mean I just say to my staff hey what about this. I mean some days we'll get (inaudible 141)... erm you've gotta be open to everything I mean if your just gonna say well this is the way we do it at Man City and you know that's it, you've got certain rules regs, you know stuff like that and then as a player comes in its like Kaleidoscope you know, put another player in there and just move it a bit and the whole thing changes.

Q Absolutely, why do you think so many foreign coaches are getting employed then?

A I think they have been successful, erm you know there have been some that haven't, I can think of three or four that have come over here and haven't

Q Venglos for one?

A Yeah

Q At Aston Villa

A Yeah, (inaudible 148) is so well respected in, in the (inaudible 148) I think there is now becoming a difference between what I call your FA Coaching manual and actually managing football

Q I know what your gonna say

A and I think people are only just becoming wise to that and I think there are examples out there which I don't have to mention of people who can tell you how to prepare teams and the psychological side and all the things you need and put a dossier around these thoughts on it but when they actually do it, it's not so easy, and a lot of it probably is on the seat of your pants. You know – you don't know what your gonna be confronted with from one day to another, er I'm talking about managing now, not coaching.

Q No – you're right.

A Coaching is putting an hour and half on out there that's gonna relate to what you want players to do, keep them fit and head towards how you wanna play and who your playin against, you know that that's coaching – you know who are we playing, lets look at pointers maybe, lets look at free kicks for and against cos they'll maybe learn something there, a bit of that but you know how do you keep players switched on, how do you keep players hungry, how do you keep players motivated? How do you keep players wanting to go out and play properly for the Club week in week out, you know, how do you fetch players back in to it who have been out for a while you know

Q You are about (inaudible 161) I am just getting this pitch side of your point, I've never watched you before, I used to watch you as a player obviously but it seems to me that you've got a really personable man management style which comes from your personality, I mean you're a strong person but it seems to me like you're a – I'll ask another question in a sec. – you can put your arms round players as well. Have you got to be able to do both? Cos at one time it was always against the wall wasn't it

A Yeah, that don't work now

Q No?

A You know I mean Arthur was like that, you know, Arthur Cox and myself we've gone like that, I used to play for him, he was a hard taskmaster in those days, players, lots of players you do this, you don't do that, you do that you don't do that, your not doing this you do that again, now its different, you know, the players are looking for a more sound base from which they can play football from, you know if you pick someone out big style, its because your so

disappointed with him, he's let you down, let himself down, let the team down, otherwise its hey you know that's not good enough. You know your looking at a player - does he wanna be honest with you, probably every player in my team is a millionaire so your not gonna fight him by deducting £100 £200 or a weeks wages, you know that's not – he's not playing for money, even though people think he is he's playing because he, he wants to play and he wants to enjoy it and he wants to win things, you know and you've got to find that

Q What would you say then given the fact that both say for example Wenger, and I'll take these names out later, I only ever mention it because like, Wenger and Houllier, do you think that they are better suited to the English game the way it is now because they haven't been top players, their background is different to ours, they haven't had their backs against the wall and that, does that make them better managers do you think?

A Yeah, I think you've gotta say whatever they're doin' is good, its right, its working, you know you can argue levels I know people are having a go at Houllier at the moment but you know that's because Liverpool supporters think Liverpool have a divine right to you know winning everything like Man Utd supporters got used to, no one has that, you only have it for so long if you do have it and then you lose it, you don't just get it back by saying oh well lets have a look what they did, you know we'll go back to that, you know....

Q The games evolved.

A Yeah, there is a mystique about foreign coaches, you know what is different, but basically football is a simple game but you know it is complicated along the way by coaching, if you are honest.

Q Yeah

A you know, I am probably speaking, you would talk to a lot of , I mean Stuart and Derek last year, getting their A licence you know where they are going on the line and they talking and they are having to run fictitious football clubs with finances and that but like I said to them you know that's brilliant but when it really happens it won't be like that, you know what I mean it won't be like that. When someone comes to you and says you've got no money to spend for the next transfer window you then you look at what you've got and say right I will get the best out of these what I've got. If someone comes to you and says you've got 40 million, its just as big a problem!

Q Yeah, yeah, to spend it wisely...

A You know so just having money doesn't make it easier, it actually makes it harder because people say oh you have spent 30 million quid or 40 million quid, you should have success, and yet they totally ignore that at Liverpool have just spent 40 or 50 million quid as well.

Q Joe Royle always said that, it's harder to spend money.

A Well, it is, I don't find it hard to spend money but you've got to accept that your not going to get everything right, you know so just because you've spent money doesn't mean to say you've bought better players than what you've got, it's a numbers game. I mean over the road here, they buy two players every year, so they are a headhunting, cos they are a big company they've got most of the personnel they want so they headhunt. Clubs like us don't headhunt you know we need 3 or 4 better players each year, because you know we've got players getting older, players who are just passing by, players who have lost their way, you know they don't they are already complete, they are just tweaking, you know they are having a service and we are reconditioning our engine you know!

- Q MOT-ing it!
- A Yeah, we are MOT-ing it
- Q Just, I have nearly finished now. In terms of all your management, take me to a fictitious one, don't give me any names on this one but do you get involved in transfer from top to bottom.
- A Everything.
- Q you do that? Cos Brian Clough always insisted on that but a lot of the foreign managers don't do that.
- A No, I think, I will be honest with you, there's two schools, people have started to say well managers shouldn't get involved because there's a feeling that there's been all sorts of things going on in transfers, but if your honest and your straight, I believe that I have to be involved, I wanna meet the player, I wanna know what he's like, what his personality is what motivates him, what turns him on, what doesn't turn him on, why he's coming to us, erm and I have pulled out of deals really serious players cos I've had players, even here good players that I've thought they are not right you know, if you take that away from me, I think your taking away a major part of management, as I see it, you say to the people in the club you know that's the player I want you go and sort him out, he talks to him, what does Chairman know? So I am an old fashioned manager and quite frankly if someone said to me just be a coach I would say I am not a coach I am a manager, I can coach.
- Q I think that, because just for example the Chief Executive or whoever it is, don't know who it is says well I have done the deal and if that person turns out to be a right horrible person you know and you think oh this fellow's not gonna fit in
- A No ,cos you've gotta meet him, the players got to meet the manager, you know he's not gonna play for the Chief executive or the Chairman, he's gonna play for the Club but he's gonna work day in day out with the Manager and his staff so you know whenever we have the opportunity to, and more and more in the modern game you can do that, even the top players, cos you say to them look come and have a look at this, your not saying we want to look at you, you say right look at the training ground, try the food, see what you feel about the players, if you don't like us then better you go, if you think the trainings not very interesting, or you know the players aren't good enough, better you don't come then than come and then start saying well I'm not gonna win anything there
- Q I watched the training and there was some great finishing there, I came about quarter to 12, and there was some great finishing great volleys - Do you think its important that the person that's managing or coaching should have played at the top level?
- A Very good question, I don't think its essential but I think it doesn't half help you. It helps you to a point, because you can do, I have done all the things that I am doing, you know the technique, you know, in my case I do finishing with a player, I don't work as I said to you Faz does the defending with them, I mean I've got an input into that, you know horses for courses, I mean I can take lads aside and say look you know straight away within 20 25 minutes of them playing in a tight game which we are, (check! Inaudible 235) I don't do shooting for the forwards, I can tell you whether there technique is good, whether they will score goals on a regular basis whether they will be a 1 in 3 man, 1 in 5 man or a 1 in 2 man and have some improvement because the younger ones, you know the older ones are set in their ways, once they get to 28/29 its very difficult to improve someone you know, you might put a player with him and improve him but he's

set in his ways, you know, Robbie's got all the things that Robbie's got, so he's just got to keep working on those, they've worked for him, don't change it, I'm not gonna go to Robbie and say you know this is how you score more goals, he's scored more goals than I have! So you know I'm not gonna go down that, but if you see him struggling on something, it will not be goalscoring with Robbie it will be movement, fitness, something like that. I think to answer your point, it helps but its not essential, erm if you can go in there and, and do what they are doing show them what your thinking, show them how your foot is stuff like that, yeah but...its not just street cred, its respect as well to be fair isn't it?

Q Yeah, but players expect the coaches to be on a par with them, you know and if you get someone in whose not done that it doesn't necessarily mean he can't do it but he by his very attitude will feel a little bit inferior you know suddenly if I said to you go and take my strikers, I do it with my fitness coach with them because he wants to be a coach and you know we are encouraging him to do that but he has got some ability, he has played at U21 level for Colombia so, but he you may work on somebody else on a coach on the mentality, you know do this do that or (inaudible 255) you know if you want people to do something, you coax them into doing it, you know you stop it and you say hey, what do you want to do, do you wanna do this properly, which is a great exercise, you get a lot out of it and it is actually for the benefit of the team for Saturday or do you wanna run without the balls, you know you can do it many ways, and I will, I very very rarely, but I have stopped the training and just said put the balls away, whats going on because you get to a point where 2/3 of them, you know and its never all of them, and the best way of doing it sometimes is to say hey, you're a team, if 2 or 3 aint doin it right we aint doing it right, somethings going wrong, but I've never had to you know we can always sort it out and then get on with training. This morning and you know the players all want to have a bit of a laugh and a joke and a bit of fun and if you stop and say, we want training to be fun but when it gets beyond that point, where your trying to hit these balls and laughing and joking.

Q Your gonna get nothing done

A Yeah, its gone beyond it, pull it back in a bit cos they will enjoy it, you know you can do it like that – that's my way, I don't throw cups at people, if I lose my temper with someone, they really know it, so, it happens very rarely, whereas with some people losing their temper every day or if you were shouting aggressively all the time, when would you make a point, so you Stop, look that's exactly what I am looking for or whatever.

Q That's right, that's good management

A Or stop, I don't wanna know, you know that's not what we want because, give them a reason but if all the time your saying stop, stop, then in the end that becomes the norm so you never really make your point.

Q Yeah – did you enjoy the challenge of being England Manager in terms of different styles?

A No – I didn't enjoy it for a lot, the biggest reason I didn't enjoy it was just no time with the players, to build a team up you've got to have time with the players. Its even showing now as players get to the camps with Sven, who has been very successful, he is showing now how difficult a job it is you know with foreign players, you've got them for three days and someone says to you right, actually one player arrives on a Monday because of their Monday night match (check inaudible 284)...

Q ...and limping as well or something yet

- A ...well you know they can't train Tuesday and then suddenly its Wednesday and your playing, what can you do? You know, it's a difficult job for anybody but somebody's gotta do it.
- Q Do the other nations formation, like the Dutch formation, things like that present you with special problems – did you find that a challenge?
- A Well I find it a challenge, I mean if you look back, I mean my record as England manager is probably the poorest of the lot but if you look back at the friendly games I chose, and I chose them, I said that when I went into the FA I am not having meaningless friendlies against sides we can knock over, I would like decent sides, we played, you know the very best we could get, we beat Brazil, Argentina, er Georgia, you know and we went and played teams away like France.
- Q Yeah, no easy ones there
- A Well no, but you look at your record and think its not very good, but if you look at reality which was playing teams that were in the top 10 12 you know, we played em all, we played, I think the only knock out of the game were in the qualifying games when they were in our group you know Luxembourg or someone like that, the rest of them were good proper games, you know Spain erm we had some tough games.
- Q You wanted to test the players against the best obviously...
- A Well, I just said you know in our friendly games, lets play against teams that we are gonna, if we are gonna be beaten, if we are gonna lose to them, we are gonna learn something from them and you know, I mean, whilst I accept some games er if you look at players (inaudible 306)...if your playing Spain, Italy you know they are proper games.
- Q Did you do it to test yourself a bit as well?
- A Well yeah, because I mean that's who you are playing you know, if we are not good enough to beat these teams, we need to know now, that's what its all about.
- Q It makes sense.
- A It does, yeah it makes fun of my record though!
- Q Last question, much is said about player power, you know there's people out there saying Shearer got Gullet out and there is the Peter Reid situation now, has the power shifted in clubs? Cos at one time you know Shanks ruled with iron fist, he was in charge of the whole kit and kebudle from top to bottom?
- A Yeah but you know
- Q Or is it just the way the game has changed?
- A I think the game has changed and you know people said to me would Shanks be as good, of course he would but he would be a different manager now, he would not be how he was then. Arthur Cox is not the same now as he was 20 years ago, I'm not the same now as I was 10 years ago, you know players come in with different hairstyles and you know even in the years I played football years ago, you probably would say to them hey your not playing in my team with that.
- Q I remember Colin Harvey throwing a player out, I won't tell you who it was, cos he wouldn't wear studs.
- A mm, yeah again that's something we just say you know you can't play in rubbers, you can't kick em in rubbers, that's all to be honest you know but now I don't want anything to do with that cos players, they've gotta go out and perform I mean I pick them on how they perform, if they are wearing the wrong boot and that makes them have poor performance then they have got to (inaudible 326) you know you can advise them and say hey you need longer studs, you know I

have told them, the younger players, they don't really know, they just see the other players do it and say hey get your studs on, cos I'll fetch you off after 10 minutes if you are not right, I want you on the pitch and I think that's its not belittling them, you know it just you know the right footwear and its my job to tell you that because you can't do your job properly because you've not got the right tool.

Q Do you think English football is developing, its on a learning curve do you think?

A No, I think, not just English football, football is always on a learning curve isn't it? I mean you've got to keep learning, rules keep changing, I mean people say oh your goal record for England was terrific, I say yeah you've gotta remember that's when off-sides were off-sides you score a goal and someone was, you know that's when a guy could kick you three or four times and the referee would say to me, you know if you don't get on with it I will book you. Now, you are playing against 10 men sometimes and 9 men sometimes. Er, off side was you know anybody, now well if there's any, you know goalkeeper can pick it up, (inaudible 342) you know so its changed, but its changed for the better all the time, you've gotta believe that, all right so its in we have got some side issues like diving and people conning referees, that always went on before but you know it was seen as being all right then, it was clever then, now its you know, you can be an expert on finance an expert on the weather, just by going on the internet you know and getting it yourself, but the game of the football hasn't really changed you know its still about 11 guys going out and making the right decisions at the right times, not making too many mistakes, working with each other, working for each other, that's not gonna change, that will still bring you success and of course ability with hard work is why the Arsenal are where they are and Chelsea maybe will end up there, its not just because they've got ability, ability and hard work, you can't beat it.

Q Ron Greenwood, you played for Ron didn't you, he's the one that said football is a simple game, the hard part is keeping it that way.

A Yeah, and I think Ron did really good for us in football as Joe Mercer did who was here, you know at the end of the day, you can be as technical as you want all these things are useful but when you stand in front of the team, preparing them to go out for a game, the biggest thing you've gotta do is get into the (inaudible 362) you know get into that bit that's gonna turn that guy from just being a player in your team to wanting to win that game and there's 11 different ones in there 16. 18 different ones now erm...

Q Do you think foreign coaches have influenced English football at all like, yes or no?

A Oh they have definitely influenced it, definitely, and I think for the better, I mean I think erm, I think that what they have done, Wenger if you talk about him in this post in this country is he used his vast knowledge of French football to go and fetch the very best players.

Q I know that somebody who I spoke to said that as well, another premiership manager has done the same thing.

A You know, he has done what everyone would do in any other job, you (inaudible 372) the first thing you do is surround yourself with people you know you can work with, or people similar to that and that's what Wenger, Henry and Viera, all his players that he knew through the set up, and that's you know great when you are coming in and you've already got players at your club. He's mixed it quite well, he's been very clever erm managed to keep a few English players, and I



think Chelsea have done that as well and Liverpool have done that even though you know I think Liverpool will still be there or thereabouts at the end and Man Utd. For all the people that seem important at these clubs its still when you talk about them, you still think about the Neville brothers, Beckham was important, Butt is important, Keen has been there a long time and people can talk about the foreigners (inaudible 385) they will come and go, you know it is the O'Shea that is gonna be there and Gerrard and Owen at Liverpool, you know if they lose them, they do lose their soul a little bit because you still need, Arsenal have got that with Parlour (inaudible 390).

Q I think you are right, Its been an absolute pleasure to talk to you....

**2.4 Interview with subject 4, 'Steve' at Manchester City, Carrington Training Ground, Manchester, Thursday 20<sup>th</sup> November, 2003**

- Q Just do us a favour, just to get us into the swing of it just wondered if you can remember back to a typical days training you know with Ronnie Moran and Graeme Souness for example, what would you do at Melwood?
- A I think what we used to do, I mean I forget, I mean I used to go to Anfield, we used to meet at Anfield and then we would get like a coach down to Bellefield, no sorry to Melwood! We would get off the bus and we would do a few hamstring stretches, and obviously stretching all your muscles in your legs – I think that would be basically it and then you would do six strides for about 20 – 30 yards and then you would just get into a game and the game was like 40-45 minutes so you did nothing...
- Q Technical?
- A ...no, nothing technical, we very rarely done free kicks set pieces and all that sort of thing so yes that was basically it under Ronnie Moran.
- Q Yeah - I've spoke to a couple of people who have said the same sort of thing, it was as if he believed that no-one else would beat you so you are not going to...
- A Yeah – I mean Liverpool when, I think under Shankly and all that he brought in didn't he with that run when no-one was beating them, so I think at Liverpool, I think it was a lot of superstition and you know they carried on doing that I think that that's the way er...
- Q That's right
- A Yeah that's the way they just kept it
- Q Didn't Dalglish only train on one place? When I was taking the A team at Everton to play at Melwood and what happened to the A team pitch which was battered cos Dalglish only trained them one....
- A Yeah it was like umm I mean Melwood umm as soon as you walked, er obviously you went into obviously the complex, the main training pitch, they used to call that the A pitch, which very rarely was used on the one side, I mean you just mentioned that about Dalglish. One side was like really, really rough...
- Q Yeah
- A ...umm and the other side was...
- Q A snooker table?
- A Wembley, you know what I mean it was brilliant. You used to have like places you know where you'd the stretching and that, we used to call that the „pig sty“ and all that, you know what I mean – that was quite boggy as well.
- Q Yeah - you just followed the tradition a bit more
- A Yeah I think it was just that actually I mean just tradition and superstition.
- Q What happened when Graeme came in then?
- A I think he, umm - obviously Ronnie Moran was still there and you tended to do, I think under Graeme Souness I think it was sort of more into your body, you know what I mean because he started bringing in sort of pasta and all that into er into the Liverpool team because of, obviously you ate it but erm not as much as you did erm under the previous manager.
- Q So did he bring in any different ideas, he got from Sampdoria say, cos he worked abroad didn't he?
- A You know if I am honest Graham I can't really remember! „Cos I think Ronnie Moran used to do a lot of training, I think if I am right and I am not sure 100% but I don't think it was too much different you know.

- Q What about when Gerard took over then?
- A It just changed an awful lot I mean he comes from erm a lot of it was er you hear a lot of stories about Wenger with stop watches and no exception...
- Q Very controlled?
- A He was erm I mean he had the cones, he would time you from one cone to the other and then he'd give you like you know 30 seconds rest and then your back to it again, you know everything was sort of timed with him and er you know like sort of er the monitors, you know the heart monitors
- Q Yeah, yeah
- A I think it was that and he would keep you at 150 beats per minute you know I mean if you were working and when you were working really hard you'd try and get up to 170 which is um good going really you know.
- Q Did he, did he, I mean the story I've heard as well was that he timed practices, like say you were allowed to get like possession you would be in like possession 4 against 4 he would say you've got 20 minutes on this and allow and after 20 minutes the lads would be expected...
- A Yeah yeah, yeah I mean it was funny because I mean he took time to do all the running and obviously a lot more stretches, he used to stretch upper body and do some er you know core work in um the things that like we'd do erm possession as you said and 20 minutes would probably be a maximum and then we'd have a little game. It used to be frustrating actually because erm...
- Q I bet you yeah...
- A ...the games, he'd have a game for like 2 or 3 minutes
- Q Get out Would he?
- A Yeah – the games were very, very strange – you know we were just getting into the game and there was players like coming off the pitch at the end of the game that had not even touched it – you know what I mean in two times three minutes when we've not erm – I mean I for one was frustrated with the way, especially that and then I think a number of the players were as well
- Q I know well I think I will take this name out but Paul Ince was the classic one – he wanted to do more and more
- A Well I think so – I think er
- Q For a forward especially
- A Yeah – I mean you erm rely on confidence and the more you touch the ball the better you feel, the more shots you have and if you're having games where you know 3 minutes x 2 you know what I mean you are not obviously going to get a lot of touches and you are not going to get a lot of touch on goal so your confidence could erm suffer as a result of that.
- Q Probably sounds a stupid question but did you feel like you trained some days and not trained – did you feel like you could have done the whole session again?
- A I think they trained us in running – I think he was erm actually more, I think he was more about getting us stronger and fitter you know sort of so you could more or last the game but it is an „cos you know you train because of the amount of running but in game situations you know
- Q Yeah, yeah – „cos I tell you what I have come across, I might come to this one anyway but the people I've spoke to and I have got a couple of great clubs and subjects which obviously I can't tell you but they more or less don't rate him. They've said like you know all this tactical stuff, and one person said, its like getting in to his new clothes, „cos he said foreign coaches are brilliant but they are not British.

A I think, I think erm with him, I think if anything he was negative, even in team formations and I think Liverpool over the year have been you know a team and the players they've got – you know on paper – you'd think they'd beat anyone erm especially when I was there anyway... But we used to come into a game and he'd say well you know we need to like keep it tight at the back and then we'll soak the pressure up and then we'll attack and score. And I used to always... it used to frustrate me cos I used to think with the players we've got er the players are capable of doing some great things and if we went and attacked teams then the ones is on the team to defend against us and erm I think that frustrated, not just me but a lot of other players as well because we were a good team on paper, you know a good team when we were going forward but I don't think we were allowed to.

Q It's a funny one that cos I mean...

**Interruption**

A This is Joey Graham [Introduces Joey Barton]

GS Hiya Joey

A This my mate yeah....

GS I was at Everton with Robbie coaching him when he was younger that's why I know him

JB What's this about?

GS I'm doing, I'm doing a PhD on er looking at foreign coaches and Robbie played under a few... I am going to ask him some questions about Terry Venables in a minute as well like

JB Oh I am going to be knackered if you do... I'll try and put you off on that one in a minute

A [Steve] You can get me a steak if you want

Q Did he bring more professionalism to Everton & Liverpool did he make it more professional or was he...

A I think so, I think under like Roy Evans and Graeme Souness it was professional but it was I think it was more relaxed there is a relaxed professional attitude there. If you done something wrong, obviously you were told off, you were fined or whatever

Q Yeah?

A At Liverpool under Houllier it was like something regimental, you know, I think. Before he went into football I think he was schoolteacher

Q Yeah, yeah

A ...and I think erm I think he still had that mentality when he er when he became a Manager.

Q Its funny „cos erm that's the one that's come through a few times where people have said he's a bit of a control freak in some ways

A Yeah

Q and another person said like er he is really good with the media, he is always smiley, smiley, smiley with the media

A Its propaganda if you like in it, you know er he he tells what erm what you wanna hear and that. I mean I know for a fact that with me and a lot of people... before I never signed my contract you know he came on to say erm you know any players who don't sign within 18 months will end up as sold. You know there's been like you know 6 or 7 players you know who've been allowed to play you know ... it was just him tryin' to get his you know authority across and erm I think he obviously does I mean obviously you can't put this in but the rapport I had with the fans, you know what I mean, I didn't think he liked that as well.

- Q You were a different class, the fans ...
- A Yeah, yeah - I didn't think he liked that because I think he thought I was sort of bigger than him yeah...
- Q It's amazing... you're not the first person to say that by the way
- A You think you know about the control again and erm you know if you argue with him then I mean nobody likes him Ince, Me, Didi Hamman he's not playing Stefan Henchoz's not playing, erm Marcus Babble
- Q Are they all os they've had a go back at him is it?
- A Silence – well I...
- Q Well you're not the first person to say that neither if you go back at him he gets a bit of a cob on
- A ...erm you are not allowed to – again you know its erm school teacher in it?
- Q Mm, yeah, yeah
- A Detention in it?
- Q Just a quick couple more „cos your doing really well. What was erm what was it like working with Venables compared to Liverpool?
- A I think, when er when I was with England, you know I mean I was er obviously erm sort of a bit part player with England in 96
- Q I thought he was very, very good then and he spoke to a lot of players...
- Interruption**
- JB returns asking when and how „Steve“ would like his steak
- A 5 minutes mate - Medium please
- Q I am interrupting your dinner?
- A No, no, no – it's alright.
- A He spoke to the players and told them what he wanted and he was good at what he done, he done er a lot of erm things with balls where with you know defending with attacking. I mean I'd not experienced sort of that before you know obviously we talked about with Liverpool – we never sort of you know worked on the co-ordination and stuff
- Q More traditional/positional stuff and that?
- A Yeah er and I er under England with him I thought he was very, very good but, saying that I thought when he was at Leeds I thought he was very negative in what he done
- Q Frightened man's football?
- A You know I couldn't even answer you Graham – I mean whether it was because I mean er at erm when I was you know obviously picked by England, I was not really involved as such, whereas I mean I was just sort of erm I'd come on and you know fill in someone's place. But I mean at Leeds I was er you know more of a mainstay in the side or whatever and erm whether it was just me being experienced and knowing the game more you know but erm I thought he was, I thought he was like similar to Gerard Houllier where he wanted us to defend, you know what I mean and this was at Leeds erm...I mean its probably hard on him but I thought he was...I didn't think he was very good at Leeds.
- Q Have you played for Eriksson at all?
- A Yeah
- Q How do you compare Eriksson.
- A I think he's terrible...
- Q Do you know I've...
- A Yeah?
- Q „Cos you know he's supposed to be like have all these fantastic ideas...

- A ...but you know what, it puzzles me is the fact that he doesn't take training sessions
- Q Get out!
- A No.
- Q Who does that, I know Sammy's down there
- A Sammy and erm...
- Q So does Tord Grip take any?
- A ...er it it's a funny set up actually, I mean he'll erm, whether they have a meeting before hand and obviously Sven tells Sammy or whoever I mean it used to be Steve McClaren...
- Q Yeah yeah – he's left
- A ...who erm obviously the coaching erm you know Sammy or Steve used to do it all the time then
- Q Did he decided what they did in training or ...?
- A Well I don't know, whether he said in a meeting before hand or not – er I mean we didn't do an awful lot. I mean we'd train and he'd er he'd stand like on the edge of there to ...I mean he'd look at things obviously and er I think he was one of them you know he was a quiet man he erm I mean he preserved a lot and erm he took it into his ...(inaudible 106)
- Q What was he like in terms of just before the game and say the tactics how they're gonna play?
- A He, he just you know said what he wanted and he'd say the team and then he, I think if anything he was very similar to Gerard Houllier, in er...
- Q ...the negativity?
- A ...yeah, the formation, formation and er obviously...he didn't speak an awful lot. Again it would be Steve & Sammy who'd like er try and motivate the players...
- Q Go on sorry...
- A ...if anything you know I think this influx of foreign managers I think its, I think it's a myth actually...
- Q Yeah, I mean I'm going do a paper now „exploding the myth“ now „cos you're the...out of 6 people I've interviewed there's not one person for them, its unbelievable. A couple more just a couple more questions... You know in terms of you see players here and they seem to settle in potentially they settled in pretty well yeah the foreign players at Leeds – are the players ok there any problems with players?
- A You know what – if anything I mean

**Interruption**

- „Mark“ comes over. „Graham do you want to speak to me?“
- Q Yes if you don't mind yeah – I've nearly finished with it now anyway, are you sure „Mark“? Are you sure that's OK? Not keeping you am I?
- A If anything, you know you go to some clubs and erm the French are the foreigners you go into anything mixed I think everyone in this club mixes and I mean we've all heard you know like that Anelka and what he's like. I mean obviously he can be a bit of a sulk you know when things are not going his way and that but you know if you sat down and talked to him he's a nice enough lad and all that but I think well 90% of them here are first class and you can have a laugh with them – they all speak very good English actually
- Q yeah - better than your French then!!!
- A A lot better than that...
- Q Me too!

- A ...yeah I think they've been good here – you know actually I've been at clubs where you know obviously their French and they sort of stay in little clicks don't they and whatnot you know and I speak to you know a few lads at Leeds now and erm...
- Q What were getting on to is er if Clubs do support players now don't they the foreign players and I'm looking what I'm trying to argue now – you've made some really great points there. No-one helps the Manager settle in, do you think the Manager, „cos French players learn from our game, they bring stuff to our game as well don't they, French players bring some qualities to our game and they obviously learn from our English game – do you reckon that foreign managers are scared, or a bit scared to...?
- A I mean every manager is different either obviously they all wanna bring certain things in – I think if you're a manager and you've got someone helping ya then I think you might sort of not want it you know what I mean because they might think well this was his idea and...
- Q Yeah
- A ...you know I think a Manager might run away scared from that but I think it's a good idea actually I mean as you said it helps the players settle in er I mean you have the things at clubs now where you have I mean at Leeds there was er like a re-location woman who came and obviously anyone who came into the club you know obviously foreign, or, or English really she'd look for houses and she'd sort the schools out.
- Q Yeah
- A I mean we've got one at this club now and I think its probably at most clubs now but for Managers I think its slightly...
- Q I'm wondering if, I'm wondering if the effect of that...
- Q Would you ever play abroad?
- A I think it's past that to be honest. I have been asked a few times actually and if I'm honest its its never sort of appealed to me. I think I'm more of erm a family person, I think if I went, went abroad its more I think its passed me by now obviously but...
- Q How old are you now?
- A 28
- Q You're still a pup lad!
- A I know yeah
- Q Still a pup yeah...
- A ...but in football terms I'm not though – no it's never appealed to me Graham
- Q Fancy management?
- A If I fell into it yeah but I mean I wouldn't go looking for it. I think it's a lot more now than what it was in it so er I mean I obviously spoke with „Steve“ about that and I think there is a possibility with „Steve I think „cos he's very clued up in footy and he erm er if he becomes a Manager then erm...
- Q Assistant?
- A Yeah I'll be his assistant
- Q I'm dead... I mean I'm gonna speak to the boss later on... but I'm dead impressed with the way you play as a team I think you two have brought something different to Man City you two definitely.

## 2.5 Interview with subject 5, 'Didier' on Wednesday 28<sup>th</sup> April, 2004

Q You have been described as an Anglophile in a couple of books, erm you like English Football, like in...

A That's true.

Q What do you like, what made you want to work in Liverpool specifically?

A What, sorry?

Q What makes you want to work in England as a coach?

A Erm, we could have been in Scotland, could have been you know a lot of clubs, I mean it is just the fact that the opportunity of Liverpool came and when Liverpool approached me, obviously there was no competition with the others, the money was, you know just a part of it, I was lucky to be offered the job by Peter Robinson and Rick Parry.

Q What do you like about English football then?

A Competitiveness.

Q Is there a challenge coming to work in English...?

A Yeah, its competitive and er from the first minute until the last minute and erm it's a good combination of physical, commitment and er ... you know and I would say er mental commitment. The game is just about the desire and the head and I think 50%, if not more is in your head in your mind and I think here the English league, the English Premier League, whoever you play, it is never an easy life because I mean Wolverhampton, even if they go down, they have beaten Manchester United.

Q Yeah

A They drew with us and gave a hard time I can tell you to Arsenal as well.

Q Yeah, I saw the games yes. I will come onto some stuff about some of the things you have brought into the club in a second but you came to the club at a difficult time, er and you, things needed changing, cos as I say I worked at Everton and I used to come here and bring teams here and I know Thommo well and things needed changing in English football generally, but more specifically Liverpool Football Club had got a tarnish with the spice boys image and so on. Did you need to change things? What did you need to change and how did you go about it?

A I think erm, I am pleased to say that „we“, because it's a team thing, its not just me but we've turned the Club into the new era in terms of attitude to the work and in terms of facilities and in terms of the qualities of anything that we have done and erm the role of the Manager now is threefold, one the results, get the results, win trophies – which we have done – I mean we have one 6 in three years but it is to get results, get trophies, win things and a (inaudible 23) in the European cup which is up to the standard of this club anyway. The second is to influence the Club itself, the life of the club, the atmosphere, we need to combine the culture of the Club and to bring, you know I must say that we, as I say we've put the Club in the new century in terms of...

Q Absolutely...

A ...attitude, philosophy of you know of the job itself and facilities and also as a Manager you have to have a vision and look forward and prepare the team for the future, I mean I must say when I leave I know that there is some gems here, some players who really will be tremendous assets for the future, because I don't want to be the one, when they say I have spent so much money, I mean first of all we have recouped more than half and second we know that these players will become even better and better. So that is the second thing, is really to influence and prepare the future.



The third thing is to make your people progress, not only on the field but off the field and I must say that, I am pleased to say that we had (inaudible 35) Stephen Gerrard when I pinch him from the academy he was 17 and I would say he is about to become a world class player and er everybody has improved, one of the best compliments I had was when Jamie Redknapp was the Captain here...

Q I know Jamie yeah, he has stayed at my house...

A ...Yeah, Jamie er said to me, it's a shame that I was so off and injured because I would have progressed like the other players have progressed and I think that you make your players progress and achieve things, on a team basis also when they in gives you a reward and Stevie was erm the young player of the year 2 years ago, in England, and now he is the second behind Thierry Henri so it is...that is the improvement that we have had, also to improve off the field you know to have, I would say Education, this is you have to learn to play. I mean I am pleased to say that some of my players are class players because they are class off and on the field. If they are being asked to sign autographs they would do it, not reluctantly but they are nice people and I said I explain... you sometimes have to explain to your players, if you are nice, the players will play for you, they will be even nicer, I mean the nicer you are, the stronger you get the commitment to you as a Captain, so that's a free role.

Q You don't get players against the wall then you know like some managers...

A No

Q Picking up on one of the things you said there...

A ...I prefer to make them understand the responsibility and the responsibility of the game, we are responsible for the results, they are responsible for the game.

Q Absolutely. I will tell you something about connected to this in a second but you mentioned the club culture there in terms of there was certain players here at the time who if you like were traditional pros, I am not gonna name you names, but they were traditional professionals and you've come in with a whole new raft of ideas, better professionals and more holistic development of players, did you have any trouble convincing those players?

A Well we had to get rid of some players, we had to get rid of some, but by and large players who were rooted in that culture changed in, the best example is Jamie Carragher, who is...

Q ...I was at Everton with young Jamie

A Yeah because you know Jamie, Jamie was very focussed and he looks after...

**Phone rang**

Q Yeah, you mentioned that er Jamie Carragher adopted the new culture...

A Yeah, I mean you know he's focussed on his game, he looks after himself and obviously you know he has improved and is a regular player for us, so I think that I believe more in convincing people than taking drastic decisions and things like that, I mean you have to convince them gradually. Sometimes you have to be harsh and (inaudible 59)

Q You have made tough decisions as well haven't you?

A Yeah...

Q One of the things I have noticed about erm I have read somewhere, and I agree with that list, when I was at Everton I used to look for holistic development, I'd wanna educate the boys as people as young men to be able to go into restaurants and order meals, I also in part of that holistic development is a win ethic as well. It is important not to be ...

A ...respect the winner, team first

Q Yeah, I sometimes think in some youth development situations like in holistic development, they forget the win ethic side and I think that is important as well, I think you are right with that. One of the things you have mentioned is connectedness, which again, I wasn't the perfect coach but I used to always try to connect what we did in training to games and vice versa and you brought that in, were the players ok with that?

A It's gotta be game related all the time...

Q Absolutely, I've seen some sessions of it that are just completely isolated. Is that built into your philosophy of the game?

A It is yeah...

Q And what is your philosophy of the game? How should we play it...

A In two minutes?

Q Yeah!

A Well I believe in the passing game, but everything starts from the back and that means the involvement of the full-backs, that's what really has been a weakness lately but now we are gradually getting there so I believe in the erm everything starts from the back and just get your midfield up

Q Phases?

A Yeah in phases, I don't like kick and run and I don't like the long balls either, I don't think its on and I erm I think erm the movement to me if my game is based on movement, interchange, you know a lot of people don't like that but I do like that and erm its also based on always allow the individual brilliance. You know the some kind of piece of individual creativeness that can open up things, yeah. So that's why in training sometimes I give them a lot of leeway and make them understand that they have to take risks, in the right area, because in taking risks in the right area it always pays off. It doesn't mean you have to take risks in the middle of the park where you split you know...

Q You go against that?

A ...but I insist on the part that the development of the young players have got to get the understanding of the manager to let them play, you know a bit more freely.

Q Mm, I hate seeing constrained teams, like I used to hate...

A ...the academy system a long time ago, I don't know what they are doing now

Q In trying to improve technique?

A ...used to be, well I mean only in the clubs there used to be you know, one touch, two touch football, I don't think that you'd look for Zidane if you say one touch two touch football...

Q He needs to stroke the ball

A ...yeah, you know he is someone who can you know use the ball

Q Just a couple more questions. Would you agree with the perception that, and I am arguing, I have to say I am on your side I didn't want to say it before the interview but I am on your side, I think I mean, I am a football person, I love football, love coaching football, the history of the game and everything, I love Liverpool as well as a Liverpudlian but erm, I think that in some ways people are sort of saying that in some times, likes of yourself and Arsene and Claudio Ranieri, er you are re-inventing the wheel. Do you think you have taken the English game forward?

A I think we have brought something, and I am sure we have brought something, we have some influence and I am sure that influence probably urged the other managers to be more I would say curious and more lets say er inquisitive about what was going on...

Q Yeah

**Knock on door [First team player Djimie Traore]**

A Yeah, come in!

[Amazingly, „Xavier“, in the researcher’s presence is told to improve his attitude or start training with the youth team]

Q Erm, one of the things that I am looking at as well is, I have got a quick question for you...Are you a coach who manages or a Manager who coaches?

A Are you a...?

Q A coach who manages a team or are you a manager who coaches a team?

A A Manager who coaches a team

Q Why is that?

A Because I like to coach, I mean the management is one thing but I like to coach. I mean it is sometimes I feel as if I should do even more, but you know this is a tradition in England, we’ve got the coaches and we’ve got the Manager.

Q Yeah

A Everything which has got to do with tactics and links between the different lines of the team, preparation again its all its me who does it.

Q I am arguing that England missed a great opportunity in 1953 when they played Hungary at Wembley and I am still mindful of the picture of Puskas dragging the ball back and the Billy Wright having to pay to get into the ground again. I am arguing that that was a big opportunity missed cos English are very arrogant over football because we invented the game and reluctant to use any other ideas.

A The Chinese did it the same

Q Yeah, they were kicking heads round in battlefields and stuff like that, I remember arguing that, I mean cos I’m a football person and it doesn’t matter whether a persons French, German or from China, er they can all learn something from each other and interesting that the FA and the League Managers Association are trying to prepare a pack, they’ve got a dual pack for a pro licence and the League Managers that I’ve interviewed, some people in those areas anyway already and they’ve got this management coaching package erm, do you think that’s really gonna benefit English Managers?

A I think so.. I think this job is about expertise, about also managing quality of expertise, expertise you get it on the field as a player, but mainly also as a coach you know gradually, I mean you say have done different steps and talking to other coaches, going abroad and interviewing and studying and so on and getting experience, so that you expect whatever you do in that field is good for the Managers yeah...

Q So did you...?

A ...that means you have to be not too narrow minded, you have to be open

Q Exactly! Well I mean I passed Sam Allardyce for example on his FA licencing badge and he was the most dire of English centre-backs, kick people up in the air and butt the back of the heads and he’s embraced a lot of technology, a lot of scientific approaches and support staff. Do you think it’s important we have a managerial apprenticeship as well, they work in a lower division before or working alongside...

A Er yes, I think its better to go up in steps yeah.

Q Cos I don’t, that sounds very negative, I don’t particularly think ex-players are particularly good managers or coaches.

A No – they should go through the various steps.

- Q Erm, I am just gonna look at something else as well, er, you mentioned a few things about you are a manager who coaches and you like getting involved with the players and (inaudible 119) background and you look at the transfer fee situation and the way the transfers are conducted, you've got a whole...
- A Yeah, but we do that with Rick Parry...
- Q Yeah, yeah
- A ...everything has to be that
- Q But, in other words it's a multifaceted role now isn't it a Manager?
- A Yeah
- Q Do you think that there are certain criteria, certain qualities?
- A Managing, you manage a team and the team behind the team.
- Q The support team staff.
- A Yeah, the team behind the medical, technical you know
- Q So what qualities do you think a modern professional manager who is gonna be successful would need. What qualities...?
- A Topical - certainly in football
- Q Football knowledge, technical knowledge?
- A Yeah, topical and follow that you know, because you know, if you, if you don't follow, anticipate, I would say you are left behind and that's one thing and this is the game, I mean I don't know Venables is a good example
- Q Yeah, (inaudible 127)
- A You need to keep up with the game, topics that is and a good communicator because he needs to pass on the message because of the involvement of the press you need to be a good communicator, the second is to be, it's a lot of professional and I would say social, human qualities, to be able you know to, in terms of enthusiasm, capacity to I would say bring self-confidence and team bonding and other connections, togetherness, erm to be able to manage a team (inaudible 135) so self confidence er there's techniques for that, er to learn from your mistakes and because you do make...
- Q Every manager does that...
- A Yes, to be a sort of a holistic, you know it went wrong there, we need to go back to something there and erm I mean there is that, quite a lot of human, personal and social human quality. The first thing is to have vision, to er be a strategist, this is where we want to go – this is where we are – what is the best way, do you have the innovation, do you have the players, do you have to wait and you know maybe bring on new players and this is to have a vision, to have an idea of how to get there. People don't like to follow somebody who doesn't know where he is going.
- Q That's an evolutionary thing, and...Right, last question, that was the last question really but I just think that erm, everything you say is confidential, I won't tell you or others who I have interviewed and so...I have looked at personal qualities who has mentioned the „human“ qualities, no-one has said that...
- A You see I think leadership is also about care and about love, it is very bizarre, I was reading things about Arsenal regarding that...
- Q Over the weekend, yeah, yeah
- A Yeah, I still think that you know there is a transfer of something and if you are a caring person, it doesn't mean that you are daft and (inaudible 150) but you care for your people and I've got good examples of that, I won't...
- Q Interestingly, I mean Jamie...
- A ...and that's off the record... When Cantona was suspended, every single day he was having a cup of tea with us.

Q He phoned Marcus Babble quite a lot when he was injured, things like that always got in touch in with...

A Yeah

Q A lot of, England, I mean I've worked under a few managers, like Howard Kendall, Gordon Lee, people like that erm and they all have different approaches and I have actually interviewed people along those lines but no-one's mentioned the human aspect, which it comes through when you talk about your players, you call them „my boys“ er „my lads“ „my team“ everyone else is „our team“ and its come across as, not a father figure, but you do come across very much as a caring person in that respect.

A Yeah we need to care.

Q What happens if a player lets you down, if you've given them all that love and the care and attention?

A I wouldn't er, some players have let me down...

Q Your players inevitably do some of them...

A This is life [shrugs shoulders].

Q Yeah, that was fantastic.

**2.6 Interview with subject 6, 'Hamish' at Brockhall Training Ground, Blackburn on Wednesday 29<sup>th</sup> October, 2003**

Q Easy question for you! What's your...er, how do you think the game should be played?

A Oh, the game is about athletes, erm who have, we are talking about the highest level of athletes who have erm excellent technical ability, who are fully motivated and play aggressive, attacking football. When I say aggressive, aggressive, I mean by aggressive passing, aggressive movement, not just aggressive in the tackles. It is not just that, its about everything you do is a very positive and in a very positive manner. Quick and simple, if you erm if you can do it one touch, it is the best pass of all. Two touch that's the next best thing. My thoughts on football are very, very simple. Erm, everyone who is in the team, from the goalkeeper to the defenders to the midfield players, to give time and space to the two strikers or one striker in the box and how you get that erm, how you get that is, well depends. Its just basically we are all there to serve the men who put the ball in the net and we've got to give them as much time and space as possible to do that.

Q That's the Shankly, Shankly bible wasn't it?

A Was it?

Q Yeah, yeah apparently all he preached was pass and move. Wenger calls it power football doesn't he?

A Wenger?

Q He calls it power football. How do you think the game should be managed at top level then?

A Well I don't think you could write a book on that, because I think everybody is different, we all have our own style and I think erm every group of players, they are all different. You know you've gotta look at a group of players and you will be influenced by the main men in that group, so you can't say that you've managed one group. I might go to Bolton and manage in a different style, not exactly a different style, but find things a wee bit different to the group I've got here. I think you have to be very flexible today, I started off in management with Glasgow Rangers in 19, whatever it was ,,86, what's that 17/18 years ago, it's a very different job – you could bully players in those days, like I was bullied as a player by coaches and managers but those days have long gone, at the highest level anyway.

Q Yeah, I mean I know the style, I've seen players getting against the wall by managers but now its...?

A Very different now...

Q Oh you bet

A ...very different now, you know they are independent, they are independent very quickly because erm the money they receive can give them a good deal of power.

Q Scary isn't it?

A Yeah, that's up to players themselves, that's a totally different subject.

Q Yeah, yeah – can I carry on past that and take you back to when you were a player, when you first went abroad to Sampdoria wasn't it?

A Yes.

Q Erm, what would you note as the difference because you've come from you know...

- A Oh, we didn't train as hard, there was more emphasis on stretching, tactics which coming from Liverpool was maybe a big one because the feeling at Liverpool was well the other side weren't as good as us, you just go out and play.
- Q Is that still the same now „Hamish“?
- A Its not the same now, no certainly. In my time at Liverpool that was how it was, we were like erm...we were like I would say Police Dogs, we were trained, we were brought up to believe we were unbeatable, you know that we could go out and deal with any situation that was thrown at us.
- Q I used to er, when I worked at Everton, I was with a Liverpoolian and I used to go and watch the way they played just so simple, so fast, so aggressive as you say...
- A Yeah
- Q ...but great football to watch
- A Yeah, we did play and we were a very good team
- Q Did you notice anything about the way , would you say in Sampdoria the players were more professional?
- A Oh, without a doubt, I mean the game has changed now here but certainly in those days, the diet, but then again diet to the man on the street I think was more important than to the man on the street in England. The players were fanatical about what they put inside their bodies, whether it be erm... food or drink.
- Q What years were you there?
- A I was there „84
- Q That's goin' back?
- A „86
- Q Mm, mm
- A and erm, I mean this is just a...that I'd have, you know if you look at - my reasoning for this is quite simple, you know, I suffered from coronary artery disease and that's because I've got erm the bad cholesterol dominates the good cholesterol in my system, you know, its not anything I've done, its what my ancestors have done its...
- Q Genetic isn't it?
- A Yeah, a very poor diet and I would transfer that over to I believe the Latins are better athletes than us naturally, because they have had centuries of a Mediterranean diet.
- Q The olive oil and stuff and all that?
- A Yeah and I think they are better athletes than what we are.
- Q That's brilliant thanks. Did you find, I mean you've learned, you talked a bit about the coaching. I mean, you can tell me cos you were around that time looking at Liverpool, er... the coaching was still non-existent but they you still had the belief that you had. Did you do much in terms of set plays?
- A We did nothing...
- Q Nothing at all...?
- A At Liverpool?
- Q Yeah, yeah,
- A Absolutely nothing.
- Q That's amazing that, I mean I will come to like, I'm gonna go through players abroad, coaching abroad and coaching now, managing now, but that's absolutely amazing that and yet they were so successful.
- A Yeah, what they really worked on was the basis that players out there were so good that they would sort it out.
- Q Yeah,

A There's a lot of that with me now, because I believe that yeah we can coach and we can recreate certain situations but there's so much football, so much of football is about making a decision in a split second.

Q Absolutely

A ...and whether you make the right one, the next best one, the next best one, or the fucking worst one...

Q Mm mm, that's spot on, I agree with that entirely.

A ...and I don't know whether you can give players that positionally, I think you can improve certain people, you can be organised defensively – your forward type players, I think a lot of that is what's in their head...

Q Mm?

A ...what picture they see

Q Yeah absolutely, its so instinctive that. What was the coaching like at the likes of Sampdoria, it must have been a big culture shock to you that, going from Liverpool to...

A Well, I think, I don't know, I put it down to, cos the weather was obviously better, I was living in the Mediterranean, you know if your standing around a lot, you couldn't do that at England for most of the season, the players conducted, we warm them up and then start the game, so there was a lot of standing around... a lot of what I regarded as very basic stuff. Because I was coming from a team who had just won the European Cup and I was going to a team that was just on the way up who had bought a load of young players, and bought me as like an older head to play with the younger players, and a lot of it was very basic stuff, set pieces the movement you want from strikers, erm...like Roberto Mancini.

Q And yet they go on about the system they play, they are so negative, and they are well coached, they are well disciplined, well...

A Yeah, well I think mentally the coach, its all about not giving a goal away first and foremost and the vast majority of teams go out and try and score first, whereas I think maybe in the past, certainly still the situation in Italy is if you have got a problem just keep it tight and simple. I think Italian football is less attractive to watch than Spanish football and our football. The Spaniards used to be like that but they've...

Q I like watching Spanish football. In terms of, I will ask you some pointed questions now and I am sure you will be forthright, again any names you mention I will edit out anyway...do you think that players and your experience in Sampdoria...do you think that the people there were working with the team...do you think they were coaches first and then, or players first then coaches, or do you get some people who are coaches and not players? What is your opinion on that?

A If they have not played?

Q Yeah...

A Erm, well the one I worked with, there was one of each

Q Mmm

A And I think that at the time, players were that professional that they respected both equally. The coach, the top man was an ex-player and the one who was coaching with him wasn't, and they were better than most...and I think he got as much respect as the other one simply because the players were so committed.

Q Interesting. Do you think that Foreign coaches, I am focussing on foreign coaches because I've got a belief, and I don't want to prejudice your opinion, I am sure I won't but I think they are a bit over-rated over here, the likes of Wenger, Houllier, Tigana people like that, although they are great players, and I think a lot of the great players don't make good coaches.



A Oh I believe its quite simple, and...I think erm I think football anywhere, you know, I was part of that because I played at Liverpool and we were by far the best team around, not for one lucky year but for you know I dunno 6/7 years. We were the best team around and erm that's not just saying that statistics tie it up, we won the European cup every other year, erm and I know there was no input in coaching terms from Ronnie Moran, Joe Fagan or Bob Paisley. I knew that they all knew about football, respected their opinions but it wasn't about coaching, it was about their knowledge coming into play, the judgement of players that they brought into the club and keeping them fully motivated, making sure that they were up for every challenge. Now that, those two are the biggest skills for a manager. Now, I've never seen, I've never worked with a great coach, I have never seen a great coach – I have seen people put on different types of warm up, I have seen people put sessions on for crosses, but I've never seen someone work, I've worked with Jock Stein, Bob Paisley, Joe Fagan, erm Alex Ferguson – I've not seen any great coach – I've not worked for any great coach.

Q They were all successful managers...?

A I have seen people manipulate their players to get the best out of them, all very different styles, to get the best out of them, but not shooting sessions, and different crossing sessions, different warm up, and I have never seen anyone put on a session with a ball, and that really is what football is about. Football is about good players doing great things and the biggest part of the management two of the main factors are finding the right players, assessing them and then when they've got them there making them hungry and maintaining that and at Liverpool there was always a feeling every single day Ronnie Moran would subtly hint at „you might be a good team, but you're not as good as the team in the 60's". When in reality we were, we never thought that we were never allowed to think that.

Q Okay, so I will go onto your experience abroad as a coach in Turkey, did you enjoy that experience?

A Fantastic, you know fantastic – I mean erm...I think that was erm...I suppose I really started to coach then, you know I'd been at Liverpool, sorry I'd been at Liverpool as a player, that's where all my thoughts came from when I went to Glasgow Rangers as a manager, there was five a sides and we would do set pieces, would try and do a bit more with the paces with good players in five a side. And then Liverpool, where it was just, oh it was just you know...you know Ronnie was still there and more of the same, then I went to Turkey, had a year and a half at Turkey, that's when I started to do things a wee bit better.

Q Did you have trouble bringing ideas in the Turkish game?

A No, they were very receptive. I found Turkish players very receptive and wanted to better themselves and there was I a foreigner who had played at a decent level and come from a good league and they were really keen to learn.

Q How did you manage to make the change yourself?

A Oh, I loved it, I had a translator who was excellent...

Q Did you get the lifestyle okay and...?

A Oh fantastic, yeah fantastic

Q No bad things?

A No bad, no bad you know. I keep saying that but I've got no bad memories.

Q What about then, why do you think that some managers have been successful abroad, like Toshack, Bobby Robson's been successful and yet others haven't been as successful?

A Well, I think it's the same in this country isn't it. There is a lot of luck in management as well...

Q Explain, go on...

A Well I think erm... inheriting a group, inheriting a young group erm you know people getting injured at the wrong time, key players getting injured at the wrong time, playing teams that are out of form at a vital time, I mean you get through to the semi-final of a cup and anything daft like that, I think a lot of...

Q Yeah, I think you are right – the saying used to be in the game like, when Howard first came to Everton he was a lucky manager.

A Far better to be lucky than a talented one.

Q Yeah, yeah

A That's a fact.

Q That's true

A I think there's a lot of luck involved.

Q I like, I'm not just saying this to be nice to you but I like watching the way your teams play, I will tell you know I do...

A Ee have a go, I make sure they have a go

Q Yeah, but going back to on your experience as a manager back into English football, what did you think, if you had to, you've said a few things about qualities of managers – what do you think you brought back when you first say came back to Liverpool and managing English clubs again.

A Well, I like to think I brought back, erm...tried to change the diet for a start, tried to make them look more professional, but again I was coming back to Liverpool at a time when there was players there who had been at Liverpool for 10 years. A whole group of them and they had the success, liked fish and chips on a Saturday night after a game and having a pint of lager on the bus after the game and erm...its very hard to change that. Difficult going down that road.

Q Mm mm...did you find er, staying on about the English experiences in football, did you find the players more difficult to change because there's a sort of tried and trusted way of doing things...?

A Well...

Q I mean ,cos you had new ideas.

A Well, I think if you've been successful, if your you know if your going to, I mean I liked it at Glasgow Rangers and was successful for 9 years winning the Championship, I was coming from England been successful, they are all willing to adapt all thought well we'll give it a go, fortunately it worked. Totally different going to Liverpool where they had been successful and hadn't been for a couple of years, three years I think, but they had the medals at home in the cupboard, and I'm saying all this you know go down this road, lets you know try different approach, lets not have Fish & Chips after the game, lets not have a crate of lager on the bus after the game, you know lets try but its very hard to teach an old dog new tricks.

Q Yeah. Is it, you can avoid this question if you want to but do you think that you were undermined at Liverpool by just the players or did the staff there undermine? I am not gonna mention names...

A Erm...no I think I fell out with the players at the start of it maybe

Q Eere they okay with your ideas?

A Oh yeah, they were

Q I mean at the end of the day you were the boss and what you say goes

A Yes, I mean I had no problems with people when I was there.

Q Anything you'd do differently if you went back there then?

A Oh yes, I wouldn't be looking to change things as quickly.

Q What would you be like, introduce bits at a time or...?

A Yeah, I think the biggest problem I faced was that I had personal involvement. I was there as a player at probably the best club in the world and I couldn't understand why erm... seven years later people were wanting to leave that club.

Q How do you deal with that?

A I'm sorry...tell me whose tapped you and you can go...

Q „Cos I remember Terry when Terry was younger, he told me tales when I was at Bellefield about he went into see the Cat [former manager] about a pay rise. Cat threw him the Rothmans book and said „go and find a club for yourself.“ A different story all together. How well did you manage with, going back to both Turkey and Liverpool, how did you manage with the media, did you find it ...?

A Difficult, because I think erm...

Q „Cos the Turkish media are ruthless aren't they apparently?

A Yeah well ours can be as well...I think erm...as a player at Liverpool, we were openly encouraged not to speak to the press, you know if you had a bad game, one of the reasons they would shout out, one or two, you know he's not looking after himself. Or he's too interested in getting interviews, never out the papers so we were openly encouraged not to speak to the press and then when you become a manager, you've got not training for that job and at the same time when you become a manager the whole scene was changing...

Q I remember being away with Everton and you know like the Stars and Sun's reporters were around...it went very erm...I spoke to some of the press lads when I was putting this idea together and erm they said that they know people [reporters] who decided to get managers sacked, which I think is absolutely crap. I'm sorry...

A Well, I know, I know there were two bang at it when I was at Liverpool, tried their hardest.

Q In terms of erm...you mentioned about your time at Liverpool. Did you have any specific difficulties at Southampton or here when you first come?

A No, I mean the only difficulties you have is you know you've got your own thoughts on players. You wanna bring your own players in, you've got players who are on contract that you'd like to get out the door and its you know, that's the major, until you get your own squad of players...

Q I will finish up with a question related to that later on ... I'm just going on, this is the sort of the key idea now, why are so many foreign coaches, or why are more foreign coaches being employed by clubs?

A Well I think there is a temptation for Directors to feel that you know things are better and different abroad...

Q The grass is greener?

A Yeah, and erm... I think our football is quite unique – I think ours and Spanish football is quite unique, very intense, ours physically demanding

Q I have been on youth tours and we have done well in youth tours, we played AC Milan and the kids just couldn't believe (inaudible 200) and they played Besitkas from Turkey in the final and it was just a completely different ball game to ours and at the end of the game though, they come back and said how much they enjoyed English football – all their coaching staff come to ...

A ...our trouble is that we are suddenly regarded as a little bit naïve, you know I think that we are a little bit naïve. For me there are two ways to play football, you can go and have a go and try and win the game, or you sit back and try to bring the other team on to you and play counter attacking from the start, you know or defend

deep... its just there's two ways, you either go out and think oh well I'll put them under pressure and erm try and score goals.

Q Will that come down to the philosophy of the manager or I know the players are influential but...

A Yeah

Q Your teams obviously...

A Oh yeah its totally down to the manager, there's two ways to play football now.

Q Going, I'm gonna move on a couple of questions now but do you think that, I will name the names, save you doing it, but do you think the likes of Wenger and Houllier, do you think their teams play differently because of their personalities, background? You know they've both sort of come through without playing, they've come through a coaching system tougher than ours allegedly, their two teams when Arsenal play power football, Liverpool play counter attacking type football, what would you describe that as their personalities or...

A I don't think its their personalities. Its one of two things. Its how they see football or its how they see the group they've got and that's dictating Liverpool's football.

Q So you think ones more negative than the other then?

A Well, I think...

Q Is it the way they see the game?

A Yeah, you know people want to see Italian football is not, Italian football is counter attacking football and that, people don't rave about certainly professionals don't rave about watching Italian football Saturday night or Sunday night, they rave about Spanish football.

Q What do you, the foreign influence coming in now, we've had the likes of Tigar, We've had Gullett, we've had Venglos a while ago at Villa and Celtic and Vialli, what do you think they've brought to our game?

A Well I think, well I'm sure in the beginning a lot of it was you know the diet and...

Q Technical?

A ...professionalism. The downside is, the very obvious downside is the erm... what they regard as good professional players maybe getting themselves a penalty in the box, when they could have stayed on their feet. Now that on the continent is seen as good professionalism, here we regard that as cheating.

Q Absolutely. I know you've had a goal or a few given the other away because of that. I agree with your sentiments about people wanting to get people sent off, whether it's a player or a coach.

A Yeah

Q I hate that, I think its totally...

A That's another thing, you know there's nothing worse than seeing a player whose been fouled on the ground shaking his hand an invitation erm... to get him booked. That, that's just unacceptable

Q I think you're right there

A But with the up sides they have brought, better attitude in terms of what we are eating and drinking, er more awareness of how important the body is er and some very good foreign players, we have got some great foreign players. You can't deny Robert Pirez you know Lundberg, they are all great players.

Q Do you think foreign players have a limited shelf life over here?

A Well I think as long as the dosh is around

Q Well there's Leeds in 50 million aren't they?

A As long as the dosh is around the best players will want to be here. Its like when I was a player, the big dosh was in Italy, so the best players were in Italy. You know

Zico, Platini, Juninho, you know all the top players were in Italy at the time because the big money was there.

Q I bet it was great playing against those?

A Oh it was fantastic, great to play...

Q Do you think that erm...their success then is down to the fact they have had good players and bought good players and the money has been there in the first place? The likes of Wenger, the likes of...

A If you are talking about Arsenal here, Arsenal, I think Arsene Wenger, his timing was perfect because he came to England when the money was there to match those, or Arsenal could match the likes of Inter Milan, Juventus, Real Madrid, Barcelona and at the same time French football was on such a high, you know European champions, World Cup European champions. The French will never produce as many good players in one go as they have done in the last 10 years, so Arsene Wenger had the knowledge of French football, he knew where the good players were and at the same time, Arsenal could pay the wages, „cos those players were known to him. At the end of the market Arsenal could pay the wages, the French, French football has never known a period like its had in the last 10 years so all those three things come together, timing was perfect.

Q How about Houllier then? Was it similar with him or...?

A I can only talk you know because Arsene Wenger „s...he“s been winning the Championships and very successful, erm...obviously his knowledge of French football will have been the same but maybe he“s not been as lucky in the transfer market as Arsenal.

Q Why do you think – what“s the difference?

A I am choosing my words carefully there...

Q Yeah, Why do you think then Ferguson employed Quiroz? Cos they they were the Champions...

A Something different, yeah something different

Q What“s the sort of ingredient...I am after...what“s the sort of ingredient would he bring, to training like you mentioned, professionalism side, preparation, scouting side...?

A I,, I think that“s already established here, the English players now know how to or should know the importance of football and how they go about things, erm...again, Quiroz come to Man Utd. In my opinion, you know, not the most difficult job in the world...

Q Absolutely, well I know people who have worked with him...

A He has had no input on what I regard as the two most important things...the Manager, Fergie who has got the players, and keeping them on their toes.

Q I was gonna ask you a question and I“ve forgotten what it was now! Oh, yeah, do you think that, I mean „cos you“re the one who picks the teams every week, you“re the one who gets scouting reports, you“re the ones who have got to prepare your teams...

A Get the fucking sack first too!!!

Q No your not, well I“m not gonna, go there because I“m not gonna there...no seriously I“m not just saying that, erm but do you think that, „cos you“re the fella that has to play against these top teams every week and you have played in the premiership yourself and know what it“s like in terms of money in terms of football staff, what do they present you difficulties in terms of tactics, different playing styles, the likes of Liverpool, Arsenal...?

A Well, I think when you play the top teams you know, certainly when we play the top teams, the only thing differently we would say is maybe the strikers not to go

chasing you know, let them have the ball at the back, because if your stepping out against the better teams, they will cut you up so you try to be more solid, more confident, erm...but when you win the ball, that is when you are at your most vulnerable, „cos when you win the ball you’ve got then people stepping out of position and if passes are not made, or intercepted, that’s when your at your most vulnerable.

Q Malcolm Allison used to come out with 1 second changeover, possession...

A Yeah if you lose possession

Q What, just last couple of questions now, and really thank you very much again – if you would erm...if you ever had the chance, would you go abroad again and manage?

A Ach if it was a good job, I think I’ve said „no“ If it was a purely footballing matter the answer is yes but privately you know I’ve got a little lad to look after but if it was just purely football the answer is yes.

Q You are a football man aren’t you?

A Yeah...

Q I can see that shining through, you’ve sort of answered this now but based on your experience and all the competition about. You’ve mentioned about the money, motivating players and so on, based on your experience, what support does a manager need when he is working in a different cultural context? I’ts like you going abroad to Turkey or a manager coming here.

A Well I think the very obvious one is the language, if you can’t speak the language, you must have someone that you feel totally comfortable with. A great deal can be lost in translation.

Q Is that probably erm...the Ranieri one, where his interpreter got him into crap with his translations...oh you’d have strangled this interpreter...

A Well that’s the big theme here, a lot can be lost in interpretation and that’s a priority, people round you that you can trust, obviously you getting your message across as you want it to be put, yeah, and then secondly, no matter who you are, what team you are with, the shit is gonna hit the fan at sometime you know you’ve gotta make sure that people that are with you are firmly behind you.

Q That was brilliant. Thank you very, very much for your time – is there any erm, what I’m trying to dig at...I am trying to look at er...well I will ask you one more question – do you think there is a turning point in terms of foreign managers coming over here? Or was it just the fact that more foreign players come over?

A The reason they are here is a very obvious one – the money.

Q Yeah, they come over for the money as well yeah?

A Almost certainly, you’ve only got top managers here haven’t we. Its only the top managers that come over here and why do they come, because we’ve got a financial package which is far greater than the ones they have got in whatever country they were in, and that will encourage the foreign players...

Q I will throw you one now, cos I will give you a trick answer, do you think, because I’ve got a quote off another subject I’ve interviewed and he said it’s a bit like the Emperor’s new clothes – everyone things oh these foreign coaches are marvellous these foreign, „cos I’m not backing this personally, but he said it was like being conned...they are not that much different to us, they bring...

A They bring a different warm up, a different cross-over when there’s shooting or a different way, that’s all I see from foreign coaches, and any other coach I see. I’ve not seen anyone put anything on the football pitch and I’ve gone...„wow“. Not gonna change philosophy...that’s gonna make me think again about football.

Q I think your right, brilliant, thank you very much for that...

**2.7 Interview with subject 7, 'Mark' at Manchester City, Carrington Training Ground, Manchester, Thursday 20<sup>th</sup> November 2003 @ 1pm**

- Q I've just asked the same question to [„Steve“], you know in er... What school do you go to?
- A Nugent High
- Q Oh with Mike Fielding?
- Q Yeah, just run us through if you can remember back . I've just asked „Steve“ the same question anyway. You know when you first went to Liverpool with Ronnie Moran, the first team and all that, a typical days training
- A What was training like?
- Q Say anything you want by the way.
- A Yeah, yeah we used to, well we used to turn up, at the time it used to be we turned up at Anfield to get changed erm, and go on the bus down to Melwood...I mean a lot of the times people would go inside and have a cup of tea, a lot of people would be outside just messing about you know there was a lot of people just used to... very relaxed at the time. People'd be crossing em in people would be doing diving headers you know something like that
- Q Mmm
- A I mean you would never ever see that now.
- Q Not structured then at all
- A No, not warmed up, you know it was just like we, you know like you did when you had this love for football and you'd just go and have a game of football. You'd just turn up and play you know and you'd be doin' overhead kicks and a lot of it was like that until the Manager or, or one of the coaches turned up and we'd start. It would just be...
- Q Like school?
- A ...yeah, it would just be a simple, it'd just be a simple couple of laughs, something on the pitch, a couple of little, er little shuttles maybe and then you know you'd be into a game really.
- Q Yeah – so there was no tactics, no set pieces, not much in that...
- A Very rarely – no
- Q You know there was like, obviously the same really, they'd want you more or less in the same tradition – that's the way we've always done it...
- A Yeah, that's what it was yeah, yeah, an I mean even with the reserves, when Phil Thompson took us early on it was the same you know. You'd do a certain amount and then bum – straight into a game.
- Q What happened when Souness came along...Did he change things much or...
- A He changed it in the respect that we didn't go to Anfield anymore – we went straight to the training ground, which in in effect was better and...
- Q Did he bring any new ideas with him how to approach training and matches. The Manager?
- A Yeah – he (pause) he changed the way (pause)... he certainly, I, I mean, I, I'm almost certain he tried to change the way people looked after themselves you know. He brought the Italian influence in...
- Q Professionalism?
- A Yeah – he wanted ... people to stretch properly, he wanted people to warm up properly, he wanted people then to eat properly and er you know after games we used to have like pie & chips, chicken & chips or sausage & chips something like that and you used to have one of the choice and then you'd get

- on the bus after the game and it'd be given to you and we'd stop at a local chippy where the order had gone in and you used to eat with a beer on the bus if you wanted a beer. Erm, I would think all that changed as well.
- Q Yeah – was there any players, I will come to coaches in a minute – was there any players that that found that difficult to adjust to.
- A I don't think so.
- Q Just took it?
- A I mean a lot of people, you know for pre-match meals and stuff, a lot of people had for instance steak maybe and he cut down on that the day of the game, but I don't think whether people were superstitious in that respect or whether they just wanted steak because they'd always ate steak,...
- Q Yeah, yeah, yeah
- A ...whether they found it difficult to adapt – but I didn't think, I didn't think so.
- Q What were the staff like - with that?
- A I think they were fine.
- Q They OK with that – no criticism... I know a couple of players, I'm not taking this now, you know what I mean, we'll come to er Gerard Houllier in a minute. A couple of players like give it one of them at first you know while the talk is going on but by the end of the stint they think oh we'll have a go at this and tell me what goes on
- A Yeah I think that's all it is yeah...
- Q What happened when Gerard took over then? Big changes?
- A Well I only had, er again, I only had about 8 months with Gerard in total control. He took over in November and erm he brought Phil Thompson when Evo finally went and erm...
- Q [Laughter] – not happy to see him go then?
- A Yeah, no, no! I was sad to see him go actually, I thought he was a great Manager, he got a lot of he got a lot of undue stick really.
- Q I think you're right, I think you're right.
- A In this day and age you'd be considered a success you know if you qualified for the Champions league every year, but back then it didn't, but erm, I mean he went in November, Gerard took, took over and again he implemented many of his ideas, but I left in the May whatever and I told them, I told Gerard that I wanted to leave and everything so... I think I was always on the periphery, do you know what I mean. He knew I was leaving, I knew that he knew I was leaving so...
- Q Yeah
- A ... and I think the following year, the year I left, the start of the next year when he started his pre-season, I think that's when he really, he really tried to ... he brought little things into the er team, but he didn't...
- Q Such as, go on, such as?
- A I don't know, you know
- Q A menu thing or the times or...
- A Yeah, I think times, he wanted people you know erm on time, as much as everybody wanted people on time, you know. He wanted people to wear certain clothing, which was very regimental. Again, you know here for example and at Liverpool when Roy Evans was there, we always had to wear a certain type of clothing – so it wasn't that...
- Q ...wasn't that different?



- A It wasn't that different – I think what I think from the following year when he took over, pre-season wise and erm you know he had control of where they went on pre-season, I think they started to go to training camps and that and I missed all that out really cos I only had 8 months of him and he was starting to implement his ideas when I was there but...
- Q Nothing major no?
- A Nothing major no.
- Q Did he bring anything in terms of er... the expectation, you mentioned professionalism and turning up on time and all that, is he, would you call him a bit of a control freak then in some ways or would you say he was..
- A I think he liked that – I think he wanted to exert a certain amount of control yeah and I think since then, talking to players who are there now, players who have since left, I think he wanted to, he really wants to control everything yeah.
- Q Yeah. What was erm, what was he like as a, I know it sounds terrible but I mean his reputation as a coach – and I'm gonna come to coaching in a second and you've mentioned that he didn't bring a whole lot in – What was he like as a man-manager, did he spit his dummy out the pram job, or did he sulk or was he OK with you?
- A Again – he was very good with me actually because I ...I put him in an awkward situation as in I was on a free contract, he wanted me to stay, I wanted to leave you know so sort of straight away that creates tension. When I told him I was leaving and I wanted to leave, you know I told him months and months and months before so he's tryin' to get a player to replace me for the following year you know and he knows that I'm leaving so should he play me and stuff
- Q Yeah, yeah
- A So he was in a difficult situation, but erm ... Again I got on very well with him to be honest and he helped me out a great deal you know in that situation, he stuck up for me, you know he always came out and said that he's a foreign coach working er in a foreign country so why can't er, you know, players leave?
- Q I remember that
- A I played you know erm I played right up until the end, you know and erm...
- Q No you worked your socks off then
- A Yeah, you know I mean he was you know my mother was very ill at the time and you know he always asked about my mother you know, always, always, always there was no if I wanted to have time off, I could have, I you know I could have as much as that I didn't. But you know that fact that he was, he'd come in of a morning and say „how's your mum?“ You know how is she and I'd say oh she's bad and he'd ask about how my father was, you know so I mean that was all very nice so I must admit I, I that he, I got on very well with him and since then I've been back to Anfield numerous times and Melwood and I've seen him around and I always have a talk to him
- Q That's good that, that's good. What, what is he like if players if players do get out of, no not control but if players do go against him? If players confront him or players that defy him?
- A I think .. well I think again I ... my 8 months with him as far as I decipher I got on very well with him and Thommo, Thommo was the, the one where you know the argumentative one the loud one, but again I had him as a reserve

- manager, Thommo's one of them who used to shout and moan and you could shout and moan back at him and then the following day he'd be fine...
- Q yeah...
- A ...which I actually quite like, er you know, sometimes you need to be shouted at, sometimes you need a bit a bit of confrontation
- Q yeah
- A ...erm... but I mean since then, I think, I think its been well documented that if you get on the wrong side of him you know he, he, he dismisses you, you know your binned yeah, but I mean I get on with him, again at the time he was always fine with me and I think you know the year I left you know he sort of bombed Paul Ince out...again, again I'd left then so
- Q I've got a question I'm dying to ask you now – what was it like going to Real Madrid then?
- A It was brilliant
- Q Different world?
- A Yeah – I loved the place
- Q Just run me through a difficult days training
- A Oh eh
- Q Go on if you can.
- A A typical day's training – I mean when I first got there John Toshack was manager so...
- Q I didn't know that
- A Yeah
- Q I met Tosh a couple of times
- A Yeah Toshak was Manager and we done, we done a lot of the, the Kenny Dalglish, Ronnie Moran stuff. The same warm ups we did the same exercises which...
- Q What did you think?
- A I just used to, I just used to think well you know this is great because as much as I'm trying to adapt and you know learn this new language – I knew the exercises you know and I knew the routines of exercises.
- Q That helped you settle in did it?
- A Probably yeah – I mean the fact that he could speak English of course, you know when I couldn't speak a word of Spanish, I mean that that certainly helped.
- Q Mm
- A ...but after about what three or four months...
- Q Who took over then?
- A Vincente Del Bosque took over – brought in a whole new staff and we used to have like an erm you know fitness coach er to warm us up and stuff and again it was because we were the team who we were, it was just a question of ticking things over
- Q Yeah
- A [In] Spanish football, the players are the powerful – where in England it's the Manager, you know he's the boss, he he if he wants you out your out – in Spain its not like that. The players are the powerful ones and ...it's a question of just keeping the players happy.
- Q Is that right?
- A Yeah.
- Q You would gladly chip away at - oh go on...

- A ...and the fact that the players, well er the players we had since became, were that good, we had free reign really, not free reign to a certain extent in that we could do whatever we want but if, if you didn't fancy training or you just wanted a massage...
- Q That was o.k.?
- A Yeah, you can drop out easy enough yeah – they appreciated that.
- Q That's brilliant that
- A I think there's an art to that actually – when you... I think if you're a Manager who likes a confrontation and who likes to order people about, you would not stay in the Real Madrid job – you'd be out
- Q Interesting cos as I said one of the things I'm gonna ask the Gaffer later on is er do you need to be a player to be a coach now a person who has been a player would understand that if you come to training some day and you feel crap, you know whatever...
- A Yeah, exactly yeah – and you don't wanna just run around and run around and run around I think...Del Bosque was very quiet and I think in the end well I think he lost the job because the people above thought he was not hard enough with the players but I think, because of my circumstances, there was an art, you know he was clever. You cannot order these people about and the fact that, you know you can't tell Zinadine Zidane what to do, you know you can't I mean as much as you do, you know talking professional anyway. You can't tell a Raul or a Ronaldo what to do or how to train, you can't and as I said, I think there's an art in knowing that and an art of keeping the people happy and we, as much as we had erm... 25 superstars he kept people happy.
- Q Yeah – that takes some doing yeah
- A Well yeah
- Q Ranieri detested board interference
- A Exactly yeah
- Q What was I gonna say – in terms of, did you do any practical preparation?
- A No
- Q ...or technical work?
- A No – not really no...
- Q I mean with all due respects to the manager, you put that 11 players out, our dog could take that team...
- A ...yeah exactly, that was it. We used to, er the training used to take care of itself, we'd very rarely do, all right we might do some crossing and shooting, we might do a little bit of defensive work but again not much because come match day, we had players, as you you've seen now
- Q Yeah
- A Midfielders run wherever they want, they've got the right and the left back do that...
- Q yeah
- A ...you know we just, we took it game by game really.
- Q Did you find it difficult to adjust to...
- A No
- Q ...to Spanish football?
- A ...no not at all no – because I was a very attack minded player, I used to go on and love it you know your playing against players with exceptional skill, whether they're a centre forward or a centre half. They can do everything, so I used to think it was brilliant.

- Q OK
- A I went from playing with Liverpool, which are wonderful players to going to a step higher and playing with you know the greatest players in the world and as I said you've got Fernando Riero whose a centre half and he's got the talent of a centre forward – he can play wherever he wants
- Q ...yeah, yeah, then er you mentioned Zidane there – I've got him down on my list anyway but you know people like him did he have trouble settling in at all do you think?
- A No... he was always... first and foremost he was a wonderful player when we went for him and when came he was very he was very quiet, he didn't speak the language but even though he speaks the language now, he's very quiet, he's very professional, keeps himself to himself...
- Q Mm
- A ...and he sort of just came and slotted in – you know he didn't have a huge, huge ego with him a huge presence, he just came was very humble at first, introduced himself and got on with everyone and there wasn't a problem.
- Q Do you think continental pros are better than English pros? Are they brought up better?
- A Erm
- Q Looking after themselves, stuff like that
- A Probably ...I mean its, its different you see. I mean in England we learn all the shite that English footballers do, I mean we had we had big drinkers at Real Madrid we had players who used to, alright they didn't drink a lot but we had players who used to have a couple of beers the night before a game...
- Q ...honestly?
- A ...the likes of Roberto Carlos has a couple of beers with his lunch the day of the game, you know when they get on the bus away from games, we had like you know we had beer on our bus we had lots of beer on our bus and then we'd go to the airport and then we'd get on a plane and everyone had beer or whisky or whatever they want...
- Q Right yeah
- A ...but over here, its like they're all alcoholics, its just in, in Spain the press don't care about what the team do. We had press on the planes with us and we'd all have a drink on the plane we'd be on the plane for four hours coming home from Europe and the press were all having a drink and everyone was mixing. Where in England its like...the press are on a different plane, we hate them, they hate us
- Q Yeah
- A Oh, he has a beer, oh look at him he's having a beer 2 days, 3 days before a game
- Q I mean and I think that's where the conflict is.
- A Yeah
- Q But all this about... you know professionals?
- A ...you can't have beer and you can't have this. I think is a load of rubbish. I think nowadays I think if you wanna be a proper professional footballer at the highest level you don't go out and have... get bevvied and get... all right you can go out and have 2 drinks if that's what you do, its not a problem
- Q Yeah, yeah. What did they have...how did they help the foreigners cos there was a big mix in Real Madrid wasn't there? There was Brazilians, Dutch,

- English French – did they do anything to help you settle in when you first went?
- A Not really no – no not really, you just got on with it that’s all it was yeah – you just had to adapt yourself. When I first went, which its changed a lot now, it’s a lot better now but it was a case of the best team in the world have bought you – you know get on with it. That’s what it was yeah...
- Q I suppose they’ve like paid a lot of money for you
- A Yeah, yeah, they have people now helping out, as I say it’s a little bit better now where they’ll have someone like they have here if the foreign lads come over and you need help finding a house, you know they’ve got like a person like that now so they help you out a lot.
- GQ Stupid question cos I’ve seen you playing lately – did you have any trouble readjusting to English football.
- A No – none at all. I actually found it very easy to come back...  
**‘Steve’ comes over to the researcher ‘I’ll see you later...’**
- Q Thanks very much for that, good seeing you again mate, keep it going, keep it going. I’m gonna come and watch the Spurs game. All the best mate.
- A Not at all, I actually found it very easy to come back.
- Q You can see
- A A lot of the time, I think that’s a load of old rubbish you know you can’t adapt, I mean I people think you’ve been playing on the moon, you know I’ve played with the best team in the world for four years, its like how can you not adapt to coming back do you know what I mean? If you are any type of player, all right if I was playing for a real rubbishy team then I come back you might struggle but I was playing with the best of the best, like if anything I’ll come back better than I went, why should I come back and you struggle?
- Q Did you learn much at Real Madrid?
- A Yes everything, I learnt about football, you know about living, you know life in general
- Q mm – how did it contribute to your football education?
- A I think it helped a great deal really I mean as I said going to Real Madrid I hadn’t played in the Champions League. I’d played in the UEFA cup cos at the time it was like first place Champions league or the first two places were the Champions league – I mean now its first four but at the time I hadn’t played so going there and suddenly your playing in the Champions league in knock out phases and your playing with the best players and its perfection to a point, you know you have to win every game whether it be a friendly in pre-season. I mean pre-season friendlies in Spain in Madrid, you know like if you lost there was an inquest you know when you read the newspapers so you just learnt how to mentally because you’re a professional and you had to be successful all the time.
- Q If you went to be a Manager, what would you take with you now? What would you, how would you like your teams to play?
- A The way they did
- Q Which was?
- A ...and the way I did, the way I played at Liverpool – I think the way...
- Q Powerful – direct?
- A Yeah – attack minded football
- Q Passing?

- A I don't mind winning 5-3 I think its great I mean in Madrid as well you had to, you couldn't win 1-0 you know here its like you win 1-0, you grind out the result you win 1-0 at home you get and its like afterwards we've got the three points, that's all that matters. Well that that's bollocks that in Madrid. If you play 1-0 and you grind out a result and you get 3 points you would get mullered.
- Q No „Mark“ ha ha
- A Yeah – I sometimes wonder whether people'd rather see a 3-3 game than winning 1-0.
- Q I think your right – I would.
- A Because that's how it was over there – if you won 1-0 and you know you were at home they'd boo you off and yet if it was 3-3 and you were getting beat 3-1 and you come back to three all and it was exciting, you'd probably get clapped off – they had to see a spectacle and they're like that. I, I thought we played, I think its funny when you know teams get attacked for their defensive frailties, because we do everything together don't we and at Liverpool we scored lots of goals, we let goals in but it was like „oh they're bad at the back“ and at Real Madrid they are bad at the back but I mean they're not – I mean they've got the most fantastic players, its just that sometimes its 5 onto 2 or 5 onto 3 which, and erm I think a lot of the gap between, like at Newcastle it was „oh they're bad at the back“ but they weren't it was just that Ginola went forward that much and you know someone else went forward that they were left stranded...
- Q Yeah
- A ...and er, I think you can take, I mean I love that, I love the flair but of course there's a fine balance there...
- Q ...yeah you've gotta
- A ...fine balance
- Q Yeah – I mean you've played for Sven Goran Eriksson – what was he like?
- A Again, he was very quiet – didn't say much
- Q „Steve“ said the same yeah.
- A Didn't say much, wasn't huge, you know wasn't a motivator
- Q What was it like, I mean „Steve“ said that he didn't do much training but...
- A ...didn't do much training no...
- Q well how do you know if he was a good coach?
- A Well I don't know! I mean I never worked for him that much, you know he came over with the, he came over with a record of managing in Portugal and managing in Italy and taking Sampdoria or whatever or Lazio to the double or ... but you know that's why he is a good coach but you know then he came to England and er I think in his defence, managing England is a different entity in it. Working with players day in day out is completely different than working with players once a month for three days, you know when you are worried about injuries, and the press and you know people pulling out and things like that. But I can remember we didn't do that much, we didn't do that much like tactical and things like that and he wasn't a shouter you know do this, do this, we need to get right up them – you know there was none of that either.
- Q What was it like before a game, did he say „this is how I want you to play“ and you know look at...

- A Yeah, I think we we've done that but again I think he was a Manager who had faith in his team, it wasn't a question of you know counteracting people, it was a case of you know we've got great players here, lets play to our strengths.
- Q On the England trips, this probably sounds a bit like nasty questions but what do the Arsenal players think, what is their perception of Wenger, were they sort of happy with him or...
- A Yeah I think erm, I think everyone I've come across is a bit, it's slightly Terry Venables actually, everybody whose worked with him has always said he was very, very good. I mean the Arsenal players said he was brilliant and I think when everyone says that, I think that is testament to the Manager.
- Q What are the Liverpool lads like with Houllier at the moment? Have they changed?
- A I think so – I mean when I speak to them a lot of them don't like it
- Q Is it the control thing or the atmosphere there?
- A Yeah, I think atmosphere, I think there is a distinct lack of input you know he doesn't, the team spirit is I think you know its not like a lot of the times the lads go out and have meals and enjoy themselves because again. Managers rightly or wrongly nowadays focus on the fall out and focus on the press, which can happen nowadays and you know you can sort of see why Managers don't want that to happen but erm, I think you know going to training, they don't enjoy training a lot you know, they don't play enough football they don't play enough games, a lot of time its short time you know things like that.
- Q It doesn't sound very good that - what was the – I've nearly finished now. Erm in terms of Houllier and his control thing and all that and I'm starting to go, I was just saying to „Steve“ before, I'm starting to go against foreign coaches. At first I thought they'd be quite good for the English game but I'm going to do some work on „Exploding the myth“
- A Yeah
- Q ...cos I don't think it is, I don't think they are that good.
- A No
- Q ...and in terms of what Houllier brings, he hasn't brought that much at all in terms of that. It seems to me managing is down to personality more than anything
- A I think so – I think if you've got someone who can get on well with the players, you know and keep them happy, you know I think that's the most important thing.
- Q I mean its gonna be hard to come in and get this huge great sense of humour over to the players you know, Ranieri has gone to Chelsea and had to learn a language, you know he's not gonna be laughin and joking with the players, but as you said before he's gonna have to keep that bunch of players happy, or there's gonna be murder.
- Q Yeah, yeah
- A You know and there's already, a lot of them are unsettled now, you know they play one week and then your out during the week, I mean footballers don't like that, I mean its all right publicly coming out and saying oh yes, the team, the team the team but you know you wanna play. In the end when it gets down to if they get further along in the Champions league and they are playing the big games. You know his 11 is gonna come out on paper who who he really fancies and the others are gonna be like, well you know...

- Q You might have had this phone call but say you got a phone call from Wayne Rooney or Michael Owen?
- A Yeah
- Q Don't smile! What would you ...would you recommend them to go abroad?
- A Yeah
- Q What would you say the pitfalls would be? To watch out for...
- A Pitfalls – erm ... depends. I think if, if you get a call off Real Madrid or Barcelona, or Milan or Milan, its like there is no pitfalls, its just ... all right you go over knowing that your gonna have to learn the language and its gonna be hard and your gonna have to adapt and your gonna have to play right good football from the off cos there's that much pressure on you but erm, there's no pitfalls, you cannot, I think it's feasibly impossible to go over there and not learn anything you know, if, if you go with the right mind. If you go over there and think to yourself oh this is gonna be a nightmare, or its gonna be a nightmare learning this language, and I won't settle
- Q Well that was...
- A ...well then don't go
- Q That was Rushie wasn't it?
- A Yeah
- Q And Mark Hughes wouldn't learn the language either
- A You have to go and say like I'm gonna learn the language, get on with these players and go you know, sit with players, even though you can't, early on, I went on a pre-season tour, I didn't understand a word but because of the power of the Spanish players, you had to be friends and I used to sit with them like this and have a beer and they'd all be laughing and joking in Spanish and I'd be sitting here but the fact that you could say like „good morning“ in Spanish and smile and you know have a laugh and joke in training, cos you know in training you can sort of football you can get away with it you see cos it's a different language isn't it but as long as your laughing and joking people are looking going oh he looks all right him
- Q Then the lads can see you making an effort and that
- A Yeah, and they know your not a threat, I think erm you know Nicholas [Anelka] he, he was like an outsider when he went. Didn't wanna get involved, didn't wanna befriend people and in the end they popped him off
- Q Liverpool did you mean?
- A No when he Nicolas came to Madrid for a year, they popped him off
- Q Last question
- A So yeah I'd tell them to get over there, jump at the chance.
- Q o you think others will follow you there?
- A Yeah definitely – cos you know, I mean, we all have to be honest I mean Wayne can't stay at Everton can he, as much as we all like to think he's an Evertonian and Everton will never sell and this and this and this but... In the end, all right if you wanna stay there and you love it and you love it and you love it cos I mean Raul's probably stayed at Madrid forever and a day, but Wayne can't stay there can he? Everton are not gonna keep him.
- Q Nah – two questions for you to finish off... First question is would you apply to become a manager, which I think you could do? Secondly would you manage abroad?



- A Erm, 10 years ago – I would have loved the job 10 years ago, I would have said I'd like to become a Manager because I think I'd like to think I'm intelligent enough to know the game...
- Q You've got football knowledge mate
- A different things to offer, but I think a manager's job nowadays is a horrible job – its getting worse, you know, they are getting more you know 3 results and your out, you know its gonna get to a point where managers are gonna be getting year contracts because the compensations just, you know its just its getting ridiculous now isn't it and so probably not now – no
- Q Would you ever consider playing abroad again – I know you're...
- A Managing abroad I think is even worse, I mean it certainly is in Spain and erm well, I mean maybe if something came along which I thought I couldn't resist, maybe you know but I've got, I've got no in here I've got no ambition to say yeah I wanna go and manage Real Madrid and things like that you know what I mean Cos I mean that, if anything that's a harder job than it would be over here, I mean they're the best team in the world, cos you can't win.
- Q Oh yeah
- A You can't win – if you win a game your expected to win, if you lose a game its murder. I mean this manager now, he'll have a hard time this manager I think because in the summer they got rid of that many players, thinking that they can bring the young lads through and it... you know Roberto Carlos was injured the other day and „Inaudible“ Salgado was suspended and he just fell apart and if they have 2/3 injuries, they will struggle this year cos they haven't got they've just got no depth at all, no depth.
- Q Its probably when your playing that much for first team players, you can't afford the depth.
- A They wanna pay 6/7 players huge amounts of money, the superstars and then they wanna bring kids up but the kids are not good enough yet and they've got no experience, its all right for the odd game at home because you win at home but when it starts getting to December, January & February and you have to go to Italy and play or there and play
- Q And I think names don't wanna play with kids do they?
- A No – it will get difficult – cos they know, they know what they had last year and what they had the year before...
- Q The strength?
- A ...and now, the manager knows and he's come out and you know he's had a moan about it but then he's got the people upstairs saying we don't need them we wanna bring the young kids through.
- Q They'll sack him in 2 months time won't they?
- A Yeah – so if the results don't go right again, he knows he's out on his arse.
- Q I'm gonna ask this question – it is the last one. You can either answer it in one word or explain. Do you think Foreign coaches have improved English football?
- A No. I mean ...
- Q I'm rapidly going that decision myself now
- A I mean I'm trying to think whose been, whose been a success. I think...
- Q I can tell you...
- A I think Wenger's been a success
- Q I do too

A I think he has because, because his record speaks for itself, I think, but saying that he came in and he spoke English very well didn't he and you know erm and the way Arsenal were. I think he should, I mean I don't even know him, yeah he's got an eye for a player hasn't he and he's changed the way Arsenal played and the likes of Tony Adams and, and you know Parlour...

Q Dixon and all them

A ...Dixon and things like that, who used to, David Seaman, they all, they all speak very highly from him. But apart from that, its difficult to say you know how that they came in and have given the English game a lot.

Q I think Wenger's changed towards the more English style to a certain extent

A Yeah – I think so now, he's certainly changed from what he was hasn't he.

Q It's difficult to say yeah, yeah...

A ...he's come in and radically changed.

Q Theres been some great failures havent there, Gross was a nightmare, even Vialli, Gullet and that.

Macca that was superb that lad, you don't half speak well you know.

## **2.8 Interview with subject 8, 'Dave' at Melwood on 14 April 2004**

Q How would you answer those who argue, and people have argued that foreign coaches have made no difference to English football, all they are doing is re-inventing the wheel?

A Well, I have to say to you that for me I would imagine that anybody who comes in with new ideas is bound to change, whether it be for the good or for the bad and I think whether it be foreign or whether it be English, we are always looking for innovation and for new ideas and I would say that the influx of different coaches is bound to have an effect and a profound effect and the mere fact that okay people are talking about foreign is not what the lads use because for me it's like when you are talking about players to be honest with you Graham whenever we come through the door, we don't talk about them being foreign players, we talk about them being Liverpool players, so I look upon them as coaches so for me I think that the ideal scenario for me would be to go all over the world and have a look at every bit of coaching and bring it back and I think that would be nice, and I don't think anybody would argue with that, that you are bringing ideas in, but suddenly people start getting a little bit protective. I just tend to think that any sorts or innovation can only be good. What you actually do with the innovation, you have to then decide how you are going to use it within the framework of your work schedule.

Q And your particular circumstances yeah – do you think that there is like reluctance amongst a lot of English footballers to change things cos they like tried and trusted traditional, and I think we are arrogant in some ways the English?

A Footballers?

Q Yeah

A Well you can say that, I don't want to say that, I mean I think people in general are reluctant to change, you know footballers, I don't just mean English, I think you know you do get a little bit way of change, that's why I think people who are prepared to test things and try things I think, err they are no always right, that why I think you have to listen to them and look at them and see whether you can adapt it to what you are doing here. I just think that, not with English football, cos again, I try to get away from the English/Foreign. I just tend to think that people in general are a little bit wary or change and wary of innovation and I think because what happens I think Graham is that people you know yourself, you like to get a comfort zone, when you are in the comfort zone you do that all the time. I think it is always nice to stretch yourself, sometimes in stretching yourself, you trip yourself up or you make a fool of yourself, but I think if you are doing it with right objective, you are trying to enlighten yourself and in doing so enlighten your charges, then I think it can only help.

Q I think you are right, I think you are right. Go back to change and all that again it's quite specific, (turn this off a sec)  
So the question sounds a bit tricky but it's not. Did Gerard need to change things at this club?

A Yes

Q Go on what did he need to change and why?

A To be honest with you mate, without going into too much specifics I am sure the lads, I think everybody knew the image what had been created at Liverpool and that period immediately prior to Gerard coming, you know people talking about the Spice Boys and all that, not I think, I think that enough said, and I think that why obviously you know without going into the details, you know I think it needed to be changed you know and it did and I've gotta be honest with you, I think if you look back over what's gone on here, people do have short memories, I think it's understandable to a degree, cos let's be perfectly honest about it, it's the way people are, but all, and I'm not going to argue against them, all I'm saying is that I would like to keep on reminding people of just what's happened, you know I would like to remind people of the changes that have happened here. You have been here over many years, you have seen different forms, different guises, you know you have seen different people in charge, you know and you have always had a good empathy with them, you always had a good relationship with them I am sure you have seen a change, you know, okay we know, let's not (inaudible 26) we know it's not going right at the moment, we know that, otherwise there would be all this criticism, but I think I think to answer your initial question, yeah he needed to change and I think the change has been marked so marked.

Q Yeah, just looking outside here now I mean I have read some, I have got all the books on Liverpool, by Houllier and all that, and he likes the training, he likes putting players in the best possible condition for training and stuff like that and connecting training to matches.

A Attention to detail as well, you know Graham, his attention to detail is phenomenal, you know like and as I say to you that can lead sometimes, it can you know this is not a criticism of anybody else, it is far too easy just to, as you say just to put everybody into a group, you know but what it is there are details and there's different psyches within that ground and I think you have to get in to them different psyches and you do that by attention to detail, you do that by specifying, you do that treating that you know ok it isn't just a group, within a group there are a load of individuals you are trying to mould them into a ground so in doing so you need to have attention to detail and his attention to detail, I find is, second to none.

Q You've learnt a lot from him haven't you? Have you learnt a lot from him?

A Oh yeah, yeah, people won't know that like is not immediately obvious but I have, I have Graham yeah, with the greatest respect I have learned off everybody you know and I try to and that's why I go back to the initial one, I think for me, I am always looking to find something, so I went away and did a coaching course down in Wales in Aberystwyth and there was a lad there, apparently he used to be in the TA years ago, and this that and the other went on missions and everything and he did a couple of warm ups and I thought they were interesting, they were different, and I tried to implement them in here you know on a daily basis, so all I am saying is that I think you have to have an open mind and I think you have to look at people and what do these players want? They want variety they want variation you know and that's what we try to do.

Q You never did that as a player?

A Well, that's unfair because, it's a criticism of what went on before, we had a proven formula beforehand, there is no doubt about that, cos you wouldn't have done what you had beforehand, but that was right for that time, that was

right for that time Graham I feel, and it's not a criticism of that time and you know and I think obviously there was a change then, and then obviously there was a, if you like, a loss of direction if you like and that's where if you go back to the other initial question yeah it needed to change.

Q Did you experience any, well I know there were difficulties because I have mentioned a couple of players' names and I will take it out, like Paul Ince for example, did you experience any change in getting the player on your side to accept these changes when you put them in?

A Well yeah of course, of course you know like and I think again, as I am sure Phil has said to you, you know yourself the only way you can do that is by the man at the top being very strong and he is, he is very strong, he is very disciplined and if that is not happening then you know that filters down but no he implemented it and he gave us a chart to do and he gave us the backing to do it and that why, without that you couldn't do it, you couldn't do it

Q Give us an example of a change he's made and anything that would, give us an example say for example, I will pick this one, not have mobile phones in the ground, give us a change like either on the training field, like players turn up for time that he's made – how do you get through it?

A Yeah well, what happens to me is that I think now, I think like the biggest change to me is that there is a structure to every session, whereas before maybe it was a little bit more haphazard, that's the wrong word but a little bit more flexible if you like, now it's much more structured you know. Now again, that's not to everybody's liking, you know, coos I mean and sometimes even then you have to then think ok, we have to be a little but flexible today you know a little but like you know not as rigid but he had put a structure and that's what I like and as a coach, I think that's what, its helping me out a great deal is the fact that you structure your sessions you know and whether to do it to the time, which we more often than not do, but again within that you have to be flexible, you know, but I feel that by us having a structure for each and every session, it then integrates itself into a structure for each and every week, which then builds up into a structure for each and every month and then you find your season pans out you know.

Q It's mapped out yeah?

A You know and that comes and that just builds up, little blocks, you know comes out you start off with your individual your session for the day, then we have our schedule I can show you for the week.

Q Thommo showed me that [menu]....

A You know and then that builds up and I think that's one of the biggest changes and it's certainly a structure to my working day, working week, working career.

Q So you have learnt, I mean in terms of your own technical stuff as a coach, and the technical work you do with players, what has Gerard brought in tactically to the club? What different is...

A What he's brought in for me, he brought in a greater tactical awareness, the fact that erm you know erm you have to be able to adapt, you have to be able to adapt, and he has a great saying, adapt or die, it's one of his sayings, it's a great saying, adapt or die and I have to say to you that we play against a number of different formats if you like, you know i.e. Roma & Barcelona, you then come up against the likes of Marseille you know you come up against Boa Vista, each has a different format and I think you have to be able to adapt

to that and you have to give them a little bit of credit, they may have watched us, they will have watched us so they may change to suit our format, so in doing so you have to be able to adapt to that and I feel that he has tried to paint the picture for each and every player when they go on the pitch, you know, and it's not easy as a player because there is so much going on you have got 45,000 people ranting and raving, telling you where the ball should go, telling you where you should be as of where they think you should be you know what I mean and I will guarantee you you'd have like, I don't know 45 different opinions of where you should be when on that field so it's a game trying to get the fine balance and I feel that he's given each and every player a tactical awareness, a bigger picture.

Q

Responsibility

A

And accountability – with responsibility comes accountability and I feel, I think these players have responsibility, that's why at the moment you know we are accountable, we are responsible for what's going on.

Q

Brilliant, going back to you a bit then, was it difficult, cos you went out to erm Osasuna didn't; you cos obviously I've done a bit of work on what you did in the background and everything. What was it like when you went out them in terms of, cos you went to a very successful club there, you were rigid in your own way and you went to a different club culture altogether...

A

Can I just say something... the biggest difficulty for me was actually when I left here to go to Queens Park Rangers and that is no slight to QPR at the time, that was just obviously after being at Liverpool and that was the biggest shock you know and I have got to be honest with you then, when I got the change to do to Osasuna in Spain, I grabbed it you know cos that was an excellent time for me and again I learnt an awful lot over there which is similar to obviously what Gerard has brought in you know, structures of sessions you know, roadway situations and all that you know.

Q

Diet

A

Don't talk about that with me!!!

Q

Nutrition I meant!

A

Yeah nutrition of course, rest and recovery you know which is paramount in today's game you know with the amount of games you play you know so...

Q

Did you enjoy it, did you find any difficulty in terms of cultural...

A

I loved it, it's obviously a different culture, but they are lovely people, it's very seasonal you know like it's not warm all year round, it's very seasonal so you have your spring, summer and that, we just had it more severe so winter was very cold and summer was very very hot but it was seasonal so it was very similar to here but people are fantastic, lot of hour, lot of honesty.

Q

Was there different like levels of professionalism, do you think they were more professional than English pros, did they approach the game differently?

A

I think the term professional is different over there because at the end of the day you are professional, to be professional is what you have to do to get the best out of you on a Saturday and I think we have had some good pros and then what would happen is you wouldn't term them as being good pros because at the end of the day, As long as they performed, that to me is a pro, there is a different way of looking at professionalism of it but I feel that it's a difficult one to say they are better pros, I wouldn't like to say that.

- Q Why do you think some British managers have not succeeded abroad then, like Atkinson, I know Venables won the European Cup with Barcelona, but Atkinson had a nightmare at Athletic Madrid didn't he?
- A Yeah but some have done really well, you know Howard Kendall, you know so again I don't want to get into it, I don't like getting into foreign/ English thing for me you are either a good coach or a bad coach, it's a game you know and level of coaching, standard of coaching and whatever you know.
- Q Ok – last question – how does Sven Goran Eriksson compare – had he a similar background to Gerard.
- A Very, that's why it's an easy transition to go down there, very similar sides very cool, very calm, very collected, very assured know what they want to do you know.
- Q Yeah had he,
- A Just go back over this one, about the professionalism of coaches, what I meant by that is you know again, again there's a common theme in that in that I try not to look at them as foreign, I try to look at them as coaches, and then quality of coaching whether it be good or bad can come in all forms you know and it can either be Spanish, Italian, French whatever, I mean for all the ones you said did bad over there, I can give you some that have come over here and done back and some have gone over there and done well you know... so like all I am saying to you is that I think, I try to take the foreign element out of it if that's ok.
- Q No, I think you are right because I got coach of the tournament, you know the youth tournaments in err Holland in Groningen and I got coach of the tournament and they said it's nice to see you know a different outlook and I said well I said the same as you, I said my teams play football, it doesn't matter whether you are playing in Afghanistan or whatever...
- A You see going back to that, going back to the adaptation, you're going to play on a pitch in Afghanistan so you're a passing team so you are going to play on a pitch is a quagmire, well then you have to adapt so then the other coaching elements in your game have to come in... Okay and I think this would be a good worker, hold on I want to pass, I want to pass, well it's not gonna happen there to be me a good coach turns around and says hold on, we were a passing team but that's not gonna happen on this pitch so let's adapt, let's go a different way, different route, it's all about getting the result that you require and there is different formats in which to do it.
- Q Yeah
- A So going back to the last one, Sven very similar, it's a fairly easy transition for me.
- Q He does make the same technical expectations and tactical expectations and responsibility to players.
- A Yeah, oh for sure yeah, like he expects the players to know their role within the team and like what he's got he got like a club situation, which I think it is good, because those people who come in, like even if they have not started, what is required of them at any specific time, in any specific role, any specific position.
- Q Is his philosophy towards the game; I will ask you another question on Gerard in a minute, what his philosophy like to the game? How does he want it to be played Sven Goran Eriksson?

- A Forward to you know and that's what I like, forward and again I hope people when say forward I hope people don't condone, for me I use it as a term, I like to go through the phases, the back four, the midfield, they can either go forward, back, forward back, you know what I mean but for me the philosophy for me is all about like erm you know progression with progression, you know I always have a term out there cos I don't like possession just for possession sake, I like possession with progression that's what I like.
- Q I always used to say that to the kids at Everton cos its amazing some of the things that Tommo was saying there I used to do at Everton, wells its different when you are working with kids, cos you have to produce the whole person but I used to say the same thing, there has got to be a point of possession.
- A Well I hate bun fights, you know I think it's a cop out me, you know saying there your ball here you are go and kick the ball and I will come back in amount five minutes you know and they are like little fucking terriers you know, ok you can have it that way but for me I would rather start right ok so now you have got the possession, that's improved your position for, do you want to stay in that circle all the time so where do we go from there so I tell you what in the event of keeping possession we are going to try and go that zone and once we have to that zone we are going to try and keep possession here and move onto that zone and that's where you have got possession with progression and that's what I like about it...
- Q I do exactly the same. What's Sven like in pre-match talks? Does he let coaches do it or does he come in?
- A Pre-match talks?
- Q Is he one of them, gets me going or is he very calm?
- A In the dressing room?
- Q Yeah
- A Very calm, very calm, he's said his piece to people, he's done his people and he does like he says, what he feels he needs to say and to who he needs to say it to you know.
- Q What sort of person qualities has he got? Just that calmness...
- A Honesty, integrity
- Q Has he really...?
- A Great knowledge of the game, great awareness of the game and he has a great way of imparting it you know like erm where he does it in a certain quiet calm assured manner and everybody knows exactly what they want them to do.
- Q Does he insist on regimes, like training regimes that you do at Liverpool, are they very similar with him?
- A Yeah they are similar cos he lets us do, he doesn't insist upon anything, he's very you know he likes there to be a structure, you know to each session, you know and obviously we discuss what we are going to do you know and erm we have structure to it you know so he does not insist but like what he does he makes sure that have a structure to each and every day.
- Q One and half questions now – going back to Gerard there, before about possession progression and all that, do you think he sort of kept the Liverpool way of playing, cos there was a Liverpool way of playing with possession as you said like there is no point in like 8 million passes if you don't get anything at the end of it – had he still got the basis of the Liverpool way?
- A Graham to be honest with you, when people say about the Liverpool way, like what it always was is they were good players who can pass the ball, receive



the ball and pass the ball on again and progress and I feel he is aiming for that now ok a lot of people may disagree with that cos they turn round and say hold on well now come you only get – what I am saying to you is that okay we don't turn round that's what we want, that's what the boss wants you to try and keep the ball, he wants you to go forward with the ball, to progress, now I think that was the Liverpool way, you know we only passed the ball round the back if we couldn't go forward, you know and that's what he wants you know he doesn't say you must do that, he obviously again gives the people the scope to do whatever has got to be done any given particular moment but at the end of the day there has got to be an object to it and he realises that, he realises that they can't pass the ball round the park and he always wants to go forward for the Liverpool way, passing and moving, people moving off the ball, people being in another position to receive the ball. I feel he wants that yeah.

Q Its funny you say that cos you have answered exactly what I wanted to ask, I am arguing that Gerard and I know you don't like the foreign in the football people, I am arguing against someone else, I am saying that the likes of Claudio Ranieri, the likes of Sven Goran Eriksson have improved the game and the profession.

A Without a doubt

Q Don't answer one word – in short, has working with two high profile non English Managers improved/alterd your perception of the game?

A I would never belittle that question with one word and just say yes or no, I would have to turn round and say to you that I know for a fact right that working with them two people, two high profile people has certainly improved my coaching acumen on the park, I would also say to you that work with err Graeme Souness, working with Peter Taylor has helped with my coaching acumen and that's what I was saying to you before is that you look to glean something out of each and every one and yes, my coaching ability has certainly been helped by working with two very high profile managers, who happen to be foreign, working in the English game.

Q Has is changed you idea on how the game should be played.

A No

Q Still the passing game?

A No, I've always gone on about the passing game mate, I have always wanted to part of the passing game, again as I said to you before which will keep cropping up in everything and that I say is „adapt of die“ you know and I think Liverpool were very good at adapting to whichever scenario was put in front of them, erm no it won't change my philosophy on how the game should be played, I like to pass the ball down and play, I always like to get the ball into an area where you can hurt the opposition and I will repeat go through the phases, that does meant just from goalkeeper straight up, to me I think you can go straight to the heart of the team by going forwards back, forwards back, forwards back.

Q I think you are right yeah.

A Instead of going to the...

Q Oh I used to hate...

A Lets be honest, it was successful for certain teams, you know and I'm not gonna criticise that but are asking for my philosophy on it, you are asking how I would like to play the game and which I am trying to exploit the virtues of and its by, I will repeat going through the phases...

- Q Did you get annoyed when people used to say Liverpool are a counter attacking team then?
- A I used to get annoyed when people said you know we never had any width you know because at the end of the day width is there, it's how you use that width, I mean no-ones reducing the pitch when you go on there you know, well the only ones who are is the opposition so that I'm suggesting is you exploit the width and for me, if people used to come and say you are a counter attacking team yeah it used to annoy the life out of me.
- Q That's a load of crap that, cos Notts Forrest won the European Cup by playing like that.
- A Arsenal would play like that yeah, Manchester United... but you know people get on sound bags mate, you they listen they read they watch...
- Q that's why I am doing this...
- A ...and they jump on the sound bite, I've got no problem with that I really haven't but I've gotta be honest with you mean that's why I am in the pub with my mates, Terry were there last night talking they say the same thing, why you doing this you know without giving any trade secrets away we discuss it, that's what's its all about. You know and then you get people turning round and say I am sorry for taunts like, although it's my job, well it's not a job for life, to other people it releases them from being factory floor so I don't mind that, as long as people don't try and pontificate to me, if they are prepared to talk about it and listen to my point of view without turning round and wanting to like shove their first down my throat cos I've different view to them, I don't mind that.
- Q Yeah, no I think you are right with that. I was gonna say that I had a question in my mind and I have forgotten what the bloody hell it was now, doesn't matter I've forgotten about it – oh yeah, in terms of you as a player now and you've seen how Gerard has done over here and you have settle over in Osasuna, is there anything you think that for example you know speaking to Gerard, that the support he would need as a, cos when players come your got Norman looking after them haven't you, Norman does all the running round for them, does anything happen for the boss? Does he get any support in that way cos he's got to settle into a new culture as well hasn't he...?
- A Well, I mean, again I am sure that's better for him to answer to you know you know you what I mean but I think one of the things that he always extols is that he always demands having a team behind the team and again, I know Clive Woodward also has a big team behind the team, but I think the boss is always always really (inaudible 204) for the necessity for the team behind the team and the success if you have got that team behind the team then whatever happens is that the team can draw everything together, they can fend things off when you need it they can be the bugger, they can be the link, I think that the team behind the team is the key to any success.
- Q I think you are right, one last things, that's why I write them down, I keep forgetting, oh yeah, I have seen loads of changes in Melwood, I have seen loads of changes in the way that the playing styles has changed a little but in some ways cos I watch football all the time, I even watched the FA Youth Cup Final last night.
- A Yeah I enjoyed that.
- Q Again, don't answer with one word – you mentioned a five year play, and I get fed up hearing supporters, you know I am still a Liverpudlian, I get fed up

hearing supporters saying oh god this that and the other, are you track with the five year plan?

A Well to be honest with you, there is no way that can be answered in one word. I can't speak for him but I would have thought, I would have thought we have (inaudible 218) you know and what I'm saying to you is like you get the trophies which are two years ago, so that's three years into a five year plan so you get them trophies so why can't it be a five year plan from that?

Q Yeah.

A If you understand what I am saying, I don't know I mean this is something again that the boss may have to add, I hope it wasn't a case of we are going to be for five years that's it, I wouldn't have thought that and I am sure the boss has said look I have got a five year plan but I think we have fast-tracked that, I think we achieve much more than what we should have done earlier, okay so its two years ago so if that's three years into a five year plan, okay so there's three years, why doesn't it go five years from then on in? If you understand what I am saying?

Q Well you are ahead of yourselves by getting those 5 trophies.

A In many respects that's what's been a bit of a like.

Q Downfall?

A Er well now, a rod for people to beat us with, but I think we fast-tracked that mate and I would have thought that if that is the case, why can't we talk about another five year plan.

Q Yeah, I think you are dead tight, I can see it and I am on the outside looking in cos when I fist come round her a few months ago, Thommo showed me round and cos I was here as a kid at Melwood and its jut unrecognisable, I see the players the players all look like, you know they look dead strong, fit looking, tall and I thought you know things like that but I can see massive changes here and I mean every club needs to change to stay ahead don't they and I think Liverpool have done the right thing.

A I think there's certain, you know clubs have to evolve anything, but I think sometimes in evolving if you can accelerate that and sometime you have a need to accelerate it and we certainly did, that's going back to one of the other questions, and we need to accelerate it and think he has done it and I think he has done it by doing it at the right tempo, the right speed you know and if anything we achieved a lot more than people gave us credit for earlier, so I am saying why can't the five years go from then on it.

Q I think this the last question now! In terms of his management style, is he a coach who manages or a manager who coaches?

A I think he is a coach who managers... I think ultimately he is a coach and I think he has got on in Management because of his ability with man management. I think he is a very, very good coach who is a very, very good manager. That's what I think anyway.

Q I think you are right, I think he will do well. Sammy that was brilliant. Thanks.

## **2.9 Interview with subject 9, 'Rob' in his Freshfield home on 19<sup>th</sup> July 2005.**

Q All right, first things first „Rob“, can you tell me about like your er your football education as a trainee?

A Erm...

Q ...particularly at Bolton for example.

A Okay well, when I was at, first of all went to Bolton it was Phil Neal then who picked me up and I had er probably about erm about three years, something like that and that was probably me first, well he was the first main manager that I had erm you know we had in the time that I was there you know the team were probably just on the crest of going through the divisions, you know they were getting promoted...erm I think they got promoted when I was 15 something like that there and then they stabilised and that and then when I was just breaking into the team erm they got promoted again er to the I think it was to the first and then Phil Neal left and then I had Bruce Rioch then. And, at the time, erm we had all heard you know about the way Bruce was as a manager er you know people would said that he ruled with an iron fist but er for me I was probably just turning 18 then and erm he more or less give me my first chance in the first team, he threw me in and for me like he was brilliant. You know he really looked after us he pulled us to one side, cos I went from midfield to defence and then erm I was playing centre half and there was a couple of times where I was trying to play and maybe I would get caught on the ball and he just pulled me to one side in the game and said listen don't worry about it, keep playing. He says your gonna make mistakes but keep playing erm so, er that was it was obviously great to hear you know the manager saying that but he just said you know just make sure you learn from your mistakes, so erm things just went on from there with Bruce and you know he had good cup runs, we got to the semi-final in the FA cup with him erm plus the final of the coca cola cup with him. Promoted to the Premier league you know and we really had a good time under Bruce, he looked after us as in er contractually, you know he made sure that we always was always rewarded and I think that as a player if you give something to a manager and you see that he is rewarding you then obviously a bond builds then. You know because I think, obviously he knew at the time that he had an asset that was sellable you know and I think that obviously played a part in that and all you know but as a player you know when you do achieve something you know its nice to be rewarded and all you know what I'm saying and to be fair he was never short in doing that, you know he was always very forward in doing that.

Q What was drummed into you in training, was it like get into them and all that...be hard, be first, cos I know from my own experience when I was at Everton you had to tell the kids it's a tough game, it's a man's game I know it sounds a bit sexist and all that but you know you've gotta be first don't get out of position get there first...

A ...yeah well, under Bruce it was it was basically just be aware, you know he wanted you to win all the time erm it was you know he did try to play, that was one of his main things is like we play you know. But we play hard you know and erm it wasn't win at all costs you know it was we work hard we get behind the ball when we haven't got the ball erm and I think at times when we really did well one season you know we basically just erm when we never had the ball we just made it hard for people to get past us and we won quite a few games 1-0 and you know its there was times in games where we were under the cosh for a long time and then

- suddenly last 10 minutes we just came into our own and we we kicked on then.  
 „Cos physically we were a fit team, he had us fit like and a lot of times in that season we won in the last 10 or 15 minutes you know and I think that’s a sign of you know erm being strong mentally and all because I think along like when you read sometimes stats about things, you know a lot of the times the goals are scored you know early on and late on you know when people are probably at their least concentration wise. You know and erm we did score a lot of goals late on and win games 1-0 or get a draw when we had never even been in the game at all...
- Q ...a bit like Chelsea?
- A Yeah, it is and you know they build on their foundation as in giving nothing away because we know we will score a goal at sometime in the game.
- Q I don’t know what it was like at Bolton like but at Everton you know with the kids and in a way the young pros it was always like a masculine thing like you know get into them, win the battle, you know like get in behind me in the trenches and all that and that was like drummed in at training, was Bruce like that in training? What were his training methods like?
- A It was a lot of it a lot of it was erm was really enjoyable which was surprising really you know cos we had all, sometimes you get this story about someone and when he came he was completely different, you know if you didn’t do it then you know there was times when we seen you know that side of him where he would come down like a ton of bricks on the players you know. And if you did something to him that you know he didn’t like or it he thought it was bang out of order then you know you’d be lucky if you got a chance again, you know he would basically just totally blank you and er you know. But it would have to be something really bad you know to do that and I think it was like as if like it was a bit of a like betrayal thing erm but you know on the whole. You know Bruce was probably one of my better managers that I have worked under, you know personally and you know like team wise and all.
- Q We will come to the other managers later but what was the club culture like because at the time it was like you know you did the players like booze a lot and drink a lot afterwards, you know all the tales about card schools, chasing women and all that sort of stuff, was that still...?
- A I think at the time, at the time it was but Bruce tried to bring a family culture into Bolton, you know where we would do things you know with players and their wives, we would have days where it would be with all the family if you had children and all. You know so he was he was into that type of stuff, he didn’t mind us going for a drink or whatever you know after the game you know on a Tuesday night if we won, you know he wasn’t opposed to that at all because in a way it was like a team bonding thing because when we used to go out you know there was a good number of the players that would go out, you know. And you get to know a different side to the player then you know socially rather than just in the work place every day and erm if, if in a way you know it released a bit of tension and all because sometimes when your with someone day to day you know it can be a bit of friction there, especially if you know training gets a bit heated. You know and I think its good sometimes that you know if you can get away from the football side and go for, if its not a drink, you know go for a meal and, as a team, I think its good to build up a relationship off the field and all.
- Q Howard always did that, you know „cos I’ve seen players get fined, put money in the pot and then the whole team and staff go out on the ale together at the end of the season in Magaluf. They were all true, I was there as well... You know in terms

- of your coaching under Bruce, and we will come to Sam later on but erm was the training geared to matches or was it like so you say oh we play Liverpool this week and such and such a player does this, was the training geared or was it just hit and miss?
- A Yeah, No, I think it was probably from Wednesday onwards it was all geared towards the game, you know Monday/Tuesday we would just do er, we would do football related stuff but you know from the Wednesday onwards it was always geared towards the game on Saturday.
- Q Yeah?
- A You know we would well we would go through the way they play, but I think, I think I don't know whether it was because of the players we had there but Bruce seemed to erm focus more on what we were gonna do as a team and then er not worry too much about the other team because I think at the time we were you know one of the better teams in the division, you know. So er I think probably obviously that determines what you do with your team and all erm, you know we were we were well organised we knew what we were doing at set pieces erm you know all things like that you know. It was really drilled into us you know as in set pieces corners for corners against, you know all that type of thing and when we had the ball you know it was basically we had two wingers who were you know proper wingers then.
- Q Who were they?
- A It was David Lee and erm we had another one called Stuart...
- Q Not Stuart Storer?
- A Stuart Storer yeah
- Q hH was at Everton for a bit.
- A Yeah and he was in and out of the team Stuart but it was mainly David Lee and sorry Alan Thompson and all later on.
- Q Oh, he was a hard nutcase...
- A ...yeah so like and we used to play you know really wide whenever we got it we tried to get it wide as soon as possible well not as soon as possible we would play to get it wide and then give it to them and their instructions were basically beat your man and get your crosses in. You know and we had like John McGinley and...
- Q ...he was a goal machine.
- A Andy walker you know Owen Coyle at the time
- Q Was John Thomas there when you were there?
- A John Thomas was there, well he was the earlier days John Thomas
- Q Oh he was mad, I had him at Everton.
- A yeah and we had like Jason McAteer who was always bombing into the box all the time and erm...
- Q ...he had good legs McAteer didn't he?
- A Yeah he did, you know we had a good little team we did, good for that division and all...
- Q Where you there with Sam, under Sam?
- A I wasn't really, I knew a bit about a bit about Sam obviously cos he played for Bolton and erm...
- Q what do you think he was like then?
- A As a manager? I think the impression I get from him is that you know he is really good, he is fair, you know he looks like, well I think from Bolton's results you

- know he's always been looking you know for like transfers or players who have not done it at clubs and to be fair to him you know he has produced a good...
- Q ...produced some good players?
- A Yeah, you know he's got the best out of them what other managers have found difficult to.
- Q Do you know any players still there now?
- A Er, well I played with Phil Brown who was his Assistant who has just left there, er Phil was our skipper at times at Bolton, he was a full back and he was erm Phil was you know he was a good lad, good player, used to love bombing forward.
- Q Full back was he yeah?
- A Full back yeah – and er a couple of them who were, Jimmy Phillips left back, he's doing the kids now there.
- Q Was he a scouser?
- A Jimmy Phillips? No – he was the one who was at Middlesbrough
- Q Oh I know yeah
- A ...er it was him
- Q What do you think of the scientific things he is bringing in Sam cos he is like really its not like Sam cos I passed Sam on his full badge. I was at my first year as a staff coach and er he was like a real tough nut, tough centre half, you know he'd head the back of centre forwards heads that stuff and he is one of those who would say like well the first thing you do is put the centre forward into Row Z and all that stuff the first chance you get. But he has kind of changed you know he's like took all this, he was traditional but he has took all this science on board now – have you heard any stories about that or...?
- A I well, I just know that he's really into it, its called this Prozone. A lot of it, well the football side of it is the Prozone where it measures you on the pitch where you move, passes forward and passes back.
- Q They have that at Everton don't they?
- A Yeah, they have that at Everton and all er they have you stats how much you have run in the game, kilometres wise erm...
- Q What do the players think of that when they are getting all these stats thrown at them?
- A well I think in certain aspects it is really useful information but you know but I think it can have a false perception on it and all because you know you can have you can sometimes have the ball for say 75% of the game and you can get beat 1-0, you know? So what good is that you know „cos at the end of the day the aim of the game is to win it, whether you have got the ball for 75% of the game or whether you have got the ball for 40% of the game. You know there has been times where when I have played in a game we have been back to the wall jobs for 80 minutes and we have won 1-0 you know. So I think to myself well what's the point in having those, then what's the point in showing us the stats then what effect is that gonna have on the players, oh listen we got battered there for 80 minutes but we won 1-0
- Q So stats are contradictory aren't they?
- A You know so yeah so there's obviously for and against it you know and I believe that for certain aspects its very good but for certain things its not either „cos it can lure you into a false sense of the situation you know. And erm, its like everything there's fors and againsts you know there's plusses and there's minuses.
- Q Do the players talk about them and say god I haven't got enough passes in today?

- A Yeah the players talk about it but I think the older players look at it from a purely erm looking right down the middle you know. Whereas the younger players will think oh yeah that's great and its easy to get drilled into them you know but the older players know you know they are experienced so they know that its, er a lot of players will say that it's a load of bull shit, you know. Some will say well yeah, you know because I think managers can sometimes get erm obsessed with it, obsessed with stats, you know I think, not last year 2003 you know we struggled and you know we just about stayed up and last season, sorry, yeah last season you know. The manager was saying to us you know, sorry I've got it all mixed up now! In the first season that David Moyes took over to the second season was like chalk and cheese you know the first season you know we finished erm, we just about stayed up, yeah we finished 7<sup>th</sup> sorry and then the next season we struggled and erm he was relating to them two seasons as in the stats, saying we were 2 kilometres down in every game you know and erm, and he was more or less going along the lines that that was the reason why we were getting beat, you know.
- Q Not that you were missing goals and conceding?
- A That's it and you know the thing is like sometimes its for a manager its an easy way of not looking at the bare truths you know and saying that you know well...
- Q ...you can hide in stats...
- A ...we are just not good enough
- Q You can hide in stats can't you?
- A Of course
- Q As I said earlier, all conversations are confidential but I have seen the Prozone and Houllier was obsessed with stats, and he showed me one erm about one of the players, it was Hamman, and he said look at him and I saw it. I am not the brain of Britain, but I only saw it for like 30 seconds and it was like something like he had Hamman at 76 passes in this game but I read the next column which he seemed to ignore but none of them were above 10 yards so...I mean when we had Andy King at Everton who loved little triangles but never got anywhere you know – so some managers do get obsessed by that as well. Then you went to Celtic and who was the manager there then?
- A First of all it was Tommy Burns, erm probably the nicest manager I have ever met in football.
- Q good player too...
- A ...yes he was a good player and all and I think the biggest thing why it never worked out for Tommy up there was because erm he was a Celtic fan and he was the Celtic manager.
- Q He loved the club too much?
- A And it got in the way, and erm...
- Q How do you mean, give us an example
- A ...because I think there was times where you know we would come in and we may have, you know we wouldn't have played that well and he would totally just go off the roof because he would hear that maybe Rangers had won and Celtic had dropped points and suddenly instead of being rational about it you know that took over and the passion from being a Celtic fan come through you know. If erm...and he would just erm he would just have a go at players because of erm we had lost ground on Rangers, more than really we hadn't probably sometimes played that bad you know. But the thing that people don't realise when they watch Scottish football is that you know Celtic and Rangers have got to win every week no matter who they are playing and they have got to win well. You know the fans are



- expecting to go out and win 2, 3, 4, 5 nil every week you know and rightly or wrongly in a way they should be going out and winning every week. But going there brings a different erm a different side to playing in the Premiership, in the Premiership you know that you are going to be playing week in week out against a tough top team. You know in Scotland you know even playing for Celtic and Rangers brings into the side of a mental side of you know where you have got to get it drummed into you every week that there's gonna be a mental pressure there from the fans, from the media erm to win every game you know and don't get me wrong every player wants to win every game you know but erm it's the pressure from within the club from fans around the club from the media put a massive emphasis on it you know more so than maybe playing in the Premiership, you know and erm...
- Q ...was it hard getting yourself up for like when your playing St. Mirren away and stuff like that?
- A Yeah it was really tough at times because you know you'd go there and no disrespect to them you know the grounds were awful you know really awful. Sometimes you know when I played at Dunfermline once we were getting changed in the dressing room and it was no bigger than this room you know it had the toilets were inside the changing room
- Q Like a non-league ground?
- A Yeah, it was probably worse than a non league ground and it just drove it home to you, you know bloody hell you know you are playing at like that standard of football and the clubs were you know, couldn't even you know bring the changing facilities or anything like that up to standard you know. And it was it did drive it home to you and when I hear myself talking it sounds a bit like I was a spoilt little kid as in what you have been brought up with.
- Q Kirkby?
- A Yeah, you know but its, it was you know it was it did have a big demand on you. You know some players would go there you know and they have done really well at clubs and they come to Celtic and Rangers and they just crumble, they just can't cope with it...
- Q ...just couldn't handle it?
- A ...just couldn't cope with it you know and then therefore like
- Q Give me an example of a player like that
- A Er...Reggie Blinker...
- Q Oh yeah?
- A ...was one of the biggest ones you know done really well at Sheffield Wednesday, you know come up to Celtic and he just couldn't cope with it.
- Q Any other foreigners who couldn't cope with it – they've had some good ones
- A Yeah, there was er quite a few. Probably one of the best ones to cope with it was Paulo De Canio you know he was really good. He was probably one of the biggest exceptions I have seen as a foreign player you know very erm fit, erm physically and mentally and all you know he really looked after himself and he was you know he was very, very passionate about everything...er he adapted really well to it.
- Q Did the players have a right go back at Burns? You know ,cos you know yourself I mean if you've played, I mean I know its hard ,cos I've been on both sides where you have run your socks off and the fella has a right go at you...And, I have been on the other side as a coach where you know you are disappointed you got beat and all that, as a player I've worked me socks off there and you've just give me a right bollocking, do the players ever go back at him?

A They did yeah, they did especially like, probably more so the foreign players at the time because erm I think you sometimes found a lot of the foreign players they can be very outspoken you know. They do speak their minds er, which is not a bad thing sometimes you know but erm sometimes they are very erm strong minded in what they believe in like sometimes. I've found anyway with not all of them you know, you can't obviously tar them all with the same brush...but a lot of the foreign players will alter to the mind thinking of well I've done my job you know whereas a lot of the British players...yeah British players will do their jobs and think of the team you know. Whereas foreign players can think well you know well my man never scored...whereas sometimes you know like you will have a British player who will probably pick someone else's man up because he's not getting marked or if he's got his man and then someone is further back, he would release himself to go and close him down whereas sometimes like the foreign players its an easy way out for them to say well you know I've got my man I am marking him and even if he could get to someone else he would stand by his man you know because I've done my job type of thing.

Q Its interesting that ,cos I will give you an example in a minute. I will tell you why I am asking this question but where you ever encouraged as a player to question the manager?

A erm...

Q ...ever in your career? I will come back to the other foreign managers in a minute cos I just want to break off for a second but where you ever encouraged...

A From the players or from the manager?

Q ...from the manager?

A No.

Q Were you ground down a little bit?

A Erm, No. saying that its wrong that it's the wrong answer, there was managers who said to me you know if you think I'm wrong tell me, you know...

Q ...but you couldn't really though could you?

A Well yeah, its okay a manager saying that but really at the end of the day he didn't really want you to question him. You know its erm its one of them questions where it's a no win situation sometimes you know he will say but you know if any of you have got anything to say to me or say that you think I am wrong then say it.

Q But they know full well you won't say it.

A That's it you know because they use that to utilise their authority type of thing.

Q We spoke the other day about Moyes is a bit like that...He wouldn't want people questioning him would he?

A No – well he would take that as a negative if people questioned him you know erm... I think you know he's going back to David Moyes now is that he is from the what they say „old school“ and erm at this moment in time I think he's gonna find it hard he would struggle to er to realise that sometimes the players are right. Because at the moment at this moment in time at this stage of his managerial career he tends to think that he's right and everyone else is wrong you know and I think that's why erm Everton have been, had a good season one season, a bad season the next season they have had a good season this season you know and I think you know he can he's the type of manager whose, I think has got carried away with his success.

Q I think you are probably right. Its funny ,cos I have played under and worked under the managers who have been exactly the same as that, they won't listen, they

try to say you know I listen to the players but the reality is...the reason why I am asking that and I will ask you we will go back to Celtic in a minute.

A Yeah

Q I interviewed Benitez and he said, he was talking about Pellegrino and he said he's a really good player and I am thinking, I think he's past it, like he can't run to save his life I am probably quicker than him now but erm he said no „cos he's got the mentality and if you listen to him on the telly he says that all the time. I want players with the mentality, he means intelligence but he wants players to question him, you know „cos then he give an example of Mauricio Pellegino, he said well when I had him at Valencia you know I said to him do this, this and this in training, I will give you an example in a minute and he said „why“? You know „why are we doing that?“ Not questioning why we are doing it but where does that fit into the game. I explained it to him and he understood it and then he said about pre-season he said the first pre-season he was there he got all the players up at Melwood and said right we have got a game tomorrow, its Friday 2 o'clock er I want you to run around Melwood ten times, and all the players went and they all started running apart from Mauricio, he said well why are we doing this we have got a game tomorrow, - he said that's what I want you to do to question, now you would have done the same as me, I would have run... You?

A ...just run yeah

Q I would have run, but the foreign managers that you played under after Tommy Burns who was next was it Venglos?

A Tommy Burns, then we had yeah it was Venglos

Q What was he like was he a big difference then?

A Oh completely different erm...he was he came and you know it was the probably the first time I had had a foreign coach, you know so it was all new to me. It opened my eyes a little bit to be honest you know he was very erm softly spoken manager er he would come in before the games and you know for Josef to get angry was probably the way I am talking now you know he was he was a lovely fella you know a really lovely fella. Very intelligent about football you know really intelligent, knew his stuff and you know it was all play football erm and I think what probably changed him was because he had his coach and his coach was Scottish Murdo McCloud and erm he was probably obviously telling him things to help him into the Scottish type of way of football and er he was bringing his own ideas through and all so...erm we would do all these exercises that I had never done before and I am sure a lot of the players hadn't done before...but we were all just running round the pitch, like without the ball, no balls involved at all where he would suddenly just say like run for 10 seconds and then stop and then we would jog and...then he would say run but we had to hold our breath for like 20 seconds and then when we stopped we could breath again and we were all looking thinking what's all this about and he was saying this is for your breathing to help you get fitter and everything, and we were like what's he going on about? And now, now only like in the last few years like some of the methods that he were doing are just coming round now to the like the English part of the game and he was just so, so advanced of everyone in England you know coming from Europe to here it was it was really it was unbelievable eye opener to be honest.

Q What was training like then – with a ball or...?

A Yeah you know it was good to be honest you know I couldn't knock him or anything you know he was really good with everyone he was dead fair you know he would talk to players and tell them what he wanted and you know er...

Q What did you do in training?

A A lot of it was just football, football orientated you know we played five a sides erm we would do, all the, one of the mad things like running with the ball and then we would stop and do press ups, totally nothing to do with football type of thing... and it was just what are we doing this for and sometimes like when we wanted to play like he would bring all these exercises in and there was one thing where we had to like he was like he used to „slay the sword“ like that and like go the other way both sides and we were „what“s all this about“ and he would come up with a reason what it was for and I was just like totally baffled by a lot of it. You know but er...

Q ...did the players get into it though?

A No – I don't think they did, I don't think the players actually come to terms with it all in the end and I think because it was „cos it was wasn't what they were accustomed to or what they had been brought up to you know they seemed to go the opposite way from it...

Q ...and rebel against it?

A ...yeah and rebelled against it then

Q So what did they do, they just wouldn't do it like or mess around?

A Just like start saying well this is shit and what's this got to do with it, this is crap you know and in the end you know he wasn't there for too long.

Q He lost it didn't he?

A yeah he did and then you know the results probably started getting affected because of the training type of thing and then you know the club replaced him and I think they replaced him with I think it was Wim Jansen after that, I think it was Wim Jansen

Q What was he like?

A He was like, he come from the Dutch way of football then, you know so we started doing all like Dutch square and you know all boxes.

Q What's that?

A You know the boxes where we would like we would all be on each corner, we would probably have like two to a corner and then they would like knock it to him who would lay it back, and he would run to get the lay off and then he would knock it to the opposite corner

Q Oh I see what you mean yeah...

A ...and then he would lay it back and then the fella who laid it back to that one would run to that one and he would pass it to that corner, and then he would lay it back and then he would run and it was just, and then you would change...

Q ...change direction...

A ...and it was just all do all things like that it was all little exercises and it was really good it was you know it was enjoyable. We would play football and it was he was a very astute and very clever man, you know he would put sessions on to see players reactions, and he knew that they were shit, he knew that they were bad sessions but he wanted to see players reactions and what type of characters he had in the team, you know...and it wasn't probably we didn't realise that until probably near the end you know when someone told us why he was doing it. He was doing it all for a reason and he wanted to see who were the strong characters in the team and you know that type of thing.

Q Encourage players to have...

A ...yeah to say something back and to see what which players would accept or which players would say you know well this is crap we need to play a game or like

- do a proper session and he was really good and you know we ended up winning titles with him and you know really clever man...you know he was quiet but very clever tactically...you know we would go and he would just go along to watch games, write notes, come back to training and he would set out a game plan how to beat that team.
- Q Not like at Bolton was that like Monday Tuesday normal then Wednesday Thursday Friday game plans or all week?
- A He would probably do it all week...he would basically work on that all week
- Q See Houllier calls it ground zero, he called it zero day and he worked back from that, so say your playing like Liverpool or Everton on the Saturday he worked back 7 days from then and he would have one day where they trained light and then they geared up so was Jansen the same was it all geared up – a bit different to Rioch?
- A Yeah, similar yeah but more extent, yeah he spent more time on it.
- Q And he formulated a game plan?
- A He did yeah, he did you know he was really good that way you know and I think a lot of the players respect him because they knew, you know tactically, he was like a little fox you know...and that's the way probably he was when he was a player... you know we used to sometimes when we would go away someone would bring a video of when he was playing for Holland in the world cup and I think they got beat in the final by, I think it was Germany I think and er...we would see him and he was exactly the same type of player, he would just, just about see him in the game but he was probably the most effective player there, you know he would stop, break up attacks, knock it simple.
- Q Continuity player, just gets it and passes it?
- A Yeah and you know he was probably you know a really important member of the team because of the job he did and erm he was like that as a manager you know he was going to games, watch
- Q What was he like at half time, did he come in and say look „this fella“s doing this“, did he spot that?
- A Yeah, he was good very good you know he would erm, he would spot teams weaknesses and strengths you know and he tried to to nullify the strengths you know and exploit the weaknesses and he was good, he was very, you know very clever man.
- Q You said before the players all like the tradition and all that like, the Scottish players, probably the same as English players like playing five a sides and all that stuff and it makes me think about the culture at Bolton and the beer and drinking and all that which I know goes on as well as you did, erm did Venglos and Jansen try to change that and make you better pros?
- A Yeah
- Q How did they try and do that?
- A They tried to, with Wim it was you know he tried to stop us from drinking you know during the week and type of things, he said he didn't mind us going for a drink on a Saturday but you know only drink a little bit, you know erm which...
- Q I bet the players were like that weren't they!!!
- A Downing two halves yeah, but you know we I think as time went on he realised that you know it was it was helping his job and all by the players going out you know you have a really great bunch of lads at Celtic, we all got on really well together and I think that played a big part in us doing really well with them. You know we would probably go out virtually every Saturday or every other Saturday all together and we would drink as a team, you know and we would be lucky if

there was 2, 3 players that never came you know it was really good and wherever we went we would all stick together, we would eat together you know and it was we had a great atmosphere there. You know players respected each other and I think if you have got that it helps to make the managers job easier because he knows that he has got players who will work for each other you know...and will help each other so if a player is in trouble then you know you find that that comes out you know whereas he will help that other player who is in trouble, you know and I, I obviously the game has changed as in drinking, you know its 10, 15 20 years ago it was drink you know maybe Wednesday, Thursday and Saturdays where now you know I think a lot of the players will if there's you know if there's a midweek game, you tend to find that a lot of the players now are reluctant to go out on a Saturday and you know...I think that the old drinking stages of football have cut back you know a lot you know...I think players realise now that, especially players who are maybe 30 onwards you know that you can't like go out and drink on a Saturday and expect to play well on a Tuesday and then maybe go out during the week and then play again on Saturday, you know it does take its toll and you know from what I have gathered you know players have started to change the way they approach games now which is you know which is better but you know...but I think there is times where players do need to go out and you know have a blow out type of thing from it.

Q From the pressure?

A Yeah ,cos you know obviously you know I think even now I think the pressure has become greater now on the players because financially you know its, if you are struggling in the Premier league then there is a chance you will be getting relegated, the pressure on players and the club is huge now.

Q Absolutely. Did he try to bring erm like continental football to Celtic?

A I think the biggest thing at Celtic was that the fans wanted to see the team play you know and erm luckily enough the managers that we had there wanted the team to play and all you know so I think that obviously helped them er to play and the players that we had there were all all wanted to play and all, you know...when I was at Celtic I don't think we would ever you know got it up as quick as we could and you know work on knock downs and the little bits...you know we would always play from the back you know play through midfield and you know play to the wingers you know or play to the strikers and players obviously then covered.

Q So you tried to avoid route one then yeah?

A Yeah, I think you know the fans, you know they have a big say at Celtic and they do at Rangers and all you know as to the way the team plays you know...they will accept the teams not playing football but they are getting results but if the team is not getting results and they are not playing football, they will just...

Q It's a recipe for disaster

A Yeah, yeah, it is yeah.

Q What about, do you think foreign players, you said before English pros have changed now and I think they have, you are right, erm...do you think foreign players influenced that change or did foreign managers or a bit of both or what?

A Er...

Q Did it happen by itself do you think?

A I think probably a bit of both and its I think its probably 40% probably managers, 40% probably players and then probably about 20% that players realised themselves you know...that if they want to play longer, you know...they have to look after their bodies and you know and I think the biggest thing that British

- players have learned from foreign players is that you know is erm probably the way they look after themselves, as in eating, drinking and body wise ...you know whereas English players you know would over the past 20 years would go out and drink eat whatever they want, come in train, bin bag on to try and lose the weight and think everything would be fine.
- Q That sounds like John Bailey.
- A Yeah! You know so I think you know its I think with everything if you wanna change, a lot of its gotta come from within you know its okay people saying well you know he's a good player but he drinks too much and he eats too much you know but we will change him...you know to a certain extent you can try and change him but to change a player you know I think its gotta be the player himself who wants to change you know so erm...
- Q When you left Celtic and you come back to Everton was it back to the old days then, back to the traditional stuff, was there a big difference?
- A Erm...not, not really ,cos I think that when I came down it was Walter there so Walter had been at Rangers when I was at Celtic at the time and all erm, so I think there was players at Everton you know obviously quite a few foreigners there, a few English players and all, it was a good mix to be honest. Erm...you could tell you know obviously British players would maybe go for a drink, foreign players who would go home straight from training. That still goes on now, you know and I am talking, I am talking now that its all British players that just drink and eat what they want, you know there is foreign players who you know you suddenly turn around and they are the ones who drink and...
- Q Do you think its changed them?
- A They do a little bit, obviously not a lot but you know I have been at clubs where you know quite a few of the foreign players have been worse than the English players...
- Q it will...give us an example
- A Biggest one would be Mark Rieper, he was one...Jorko Malliaby – Celtic another one, unbelievable drinker, unbelievable, you know erm...
- Q I spoke to Phil Thompson and he said they had a fella called Istvan Kosmir at one time and he said god Smithy this is a country club here, he said what do you mean, he said he just comes in trains, gets off and he's out for a few beers, they couldn't find him he just changed completely.
- A Oh there's a few
- Q They [foreign players] have like adopted the British culture I think
- A I think because suddenly they have you know come from abroad and they have been you know to their routine for so long and then they come to Britain and they see that you know players here will go out and have a drink...you know maybe go for something to eat and they, they go oh its great this and then suddenly they start to like suddenly have a bit more to drink and then more and suddenly they are not far off British players but erm...
- Q What was it like er what was – were Walter's methods okay, was he...?
- A Yeah, he was well Walter didn't do a lot to be honest it was all Archie
- Q I know Archie, I worked on a youth team with Archie Knox yeah
- A ...and erm it was Archie training was decent, you know I wouldn't say he was brilliant but you know it was decent, you know it was Archie's old school you know and er probably you know pretty old school and all erm you know...
- Q ...tried and trusted?

A Yeah, you know straight down the middle, no airs, no frills, play five a sides, warm up with the ball you know er listen to players, players wanted to like a fun warm up, sometimes we would do a fun warm up erm a lot of it was geared probably towards players

Q Being happy and all that?

A Being happy yeah, making it enjoyable. To be fair a lot of the time it was enjoyable. You know but erm there was times when you know the session probably wasn't going the way he would like it to and then he would go off his lid. Sometimes Archie you know players would just look at him going you know what's the point in being like that erm

Q The thing about, I will tell you, „cos I spoke to someone at the club you know how it is and he said that Moyes sent them home one day cos they weren't he said if your not gonna take this training seriously - get home.

A He did yeah. He did

Q Were you there for that one?

A I was there yeah, I was

Q And what was causing that problem, was that him or the players or both?

A I think both, you know I think it was both, you know. I think sometimes he could put sessions on that would go brilliant you know, sometimes you can put sessions on that that for whatever reason don't come off...you know sometimes you can put sessions on that you would think would be fine and erm but suddenly you don't get players interest in it because its you know erm...its not appealing to them, you know and to be honest you know a lot of the sessions that David Moyes put on you know players...I felt were going a bit brain dead with them, you know you can... there's ways as in you know its okay putting a session on you know but when its stop start every three or four minutes...

Q ...nightmare that

A ...you know it just it kills players, players become disinterested, players start looking around you know that pisses managers off because they don't think they are interested you know but you know...you've gotta sometimes give sessions a chance to work you know and if you are not willing to do that then you know it's a recipe for disaster you know cos suddenly you know you become agitated, your not giving the players a chance to get the session going and suddenly your ruling with an iron fist then saying what the fucking hell's going wrong you know...and players just erm turn round have a look at you and think why the fucking hell are you acting like that you know...and you know whatever your doing whether its not football or anything else you know you've gotta be prepared to give, give something a chance to get off the ground you know...there would be times when you hold your hand up and say, you know it hasn't worked you know what I mean but I found with David Moyes that like he put the session on so its got to work and you know no ifs or buts erm he would expect it to work. Not my cup of tea to be honest a lot of the times erm but you know I would do it and give it a go you know...

Q ...if it didn't work would he blames the players not himself?

A Yeah, definitely...

Q I've seen that

A ...definitely all the time and to be honest a lot of the time since I have been there.

### **Tape turned over...**

Q I have heard a million times about players and a good example is a manager at Blackburn, Roy what's his name, Hodgson yeah. He was a bit like that, in fact I



- was speaking to Terry Darracott up there and he said the training ground was on a flight path of an RAF base and he actually phoned up the RAF and said look will you stop the planes flying over when I am doing my session? Honest. „Cos he put the sessions, he wanted to people to watch how brilliant he was – was Moyes a bit like that?
- A Yeah definitely and I think when there’s a crowd there he becomes more vocal more agitated and the sessions got to work you know because there’s people watching you know because it looks bad on him then you know and erm its been quite frustrating to be honest a lot of his sessions have been very, very basic, you know stuff that you know you would probably do with 13 14 year olds.
- Q Honestly?
- A It hasn’t always gone down well, you know I think a lot of the times players have been totally pissed off with it you know and basically said you know the sessions are shit you know
- Q What was his reaction, has he changed it or let Alan Irvine take over?
- A No, no – Alan to be honest with you a lot of the time Alan hasn’t took a lot of sessions since I’ve been there, you know he’s [the manager] a very hands on manager, you know he feels like he has got to do everything you know he could probably cope with not having a coach there, „cos he does the majority of everything.
- Q You need to give players a different face now and again don’t you?
- A Yeah you do, you do and I think that’s what, so you know I am a believer if you have got a coach you let him coach if you’re a manager you manage. You know come onto the training if you are not happy with something then there’s times where you will need to step in and do something or say something you know but erm I, I am just like if I go into management I would like to you know bring in a coach who you trust who you know can carry out you know you talk about the type of sessions that you put on and you let him go ahead and do it...because at the end of the day you have spoke about what session you and him would like to put on so therefore you have had your input anyway without going onto the training pitch and being the vocal voice again because I think the last thing that players wanna hear is the manager every day of the week, the manager on a Saturday ranting and raving, the manager, maybe on a Sunday coming in absolutely bollocking you the manager on a Monday having a face as long as...
- Q ...the weekend yeah
- A ...you know and erm that was in certain like during the season at Everton that was what we had under David Moyes, you know
- Q Soul destroying that
- A You know it is you know to be honest there was times where when we nearly got relegated two years ago if the manager wouldn’t have changed then I would have asked to leave it was that bad you know I was waking up before going to training and saying to Mandy you know I don’t wanna go into train here you know it was really that bad
- Q You weren’t the only one either?
- A No I wasn’t – I would probably say the majority of the squad were exactly the same
- Q Was Unsy there at the time as well?
- A Unsy was there?
- Q Would he say anything Unsy – cos I signed him on...
- A No

- Q He would just get on with it
- A No Unszy would just get on with it, there was you know they knew that there were players weren't happy you know you don't have to be the cleverest person in the world to see that when you're totally pissed off in a training session, you know I think body language said it all you know but he just persevered he was totally oblivious from it
- Q You see foreign managers don't do that, which is like the next to last question. Why do you think so many foreign managers have become attractive to clubs?
- A Erm...because I think the coaching methods erm are I think are still ahead of British managers, erm the way they talk to the players and the way they treat players is one of the biggest things. You know erm they treat players as players, you know they respect sometimes you know the views and the values of what a player has to say, if a player, I think players are, I think players feel as if you know a foreign manager are more approachable as in talking to them.
- Q Have they got like a better technical knowledge or tactical knowledge or what?
- A Erm, I think British managers have come a long, long way you know, you only have to look at Alex Ferguson, you know probably one if not the best that we have had. I feel, erm you know I speak to Wayne all the time and he said he's absolutely brilliant, you know unbelievable so much respect for the players but players know you know that they can't cross him, if they do anything wrong or really bad then they know that they will fall foul to him but on the other hand you know players do the business for him you know the world is their oyster with him.
- Q I will tell you some stories after about him cos I spoke to Man United and all that... Its funny how a lot of the players, the top managers now they think, apart from Ferguson, „cos Ferguson wasn't a great player, he didn't play much for Scotland he wasn't a great player, Wenger was not a player really and Benitez and Mourinho were both P.E. teachers. Now does that matter to players that you have not been a player or do some players think oh he doesn't know what he's talking about?
- A Yeah, definitely, some players do think that way you know erm „cos like there was times when I was at Everton and there was days were I was doing heading practice under David Moyes and you know I've been playing for like 17 years, 18 years as a pro and I am doing heading practice and you know for me that was just soul destroying and unbelievable to be doing that you know but erm...
- Q Do you speak to any of the players from Liverpool at all?
- A No not really no not really
- Q They are all happy at the moment cos they think Benitez is better than Houllier, definitely, that's what I've been, you know I've spoken to Carragher and they are much more happy with him they didn't like Houllier „cos he wouldn't listen to them
- A I think one of the biggest problems with David Moyes is his personality you know he finds it very, very hard to talk to players you know he can't correspond with players and that is gonna be his biggest stumbling block.
- Q Colin Harvey was a bit like that but he was a bit the other way, he could talk to players but he couldn't talk to the press or the board. He really struggled with the board
- A He can't talk to the players, that was his you know if I think he was gonna leave a player out some of the things he says to the players you know why he is leaving them out is just unbelievable you know and I think that's one of the biggest things for players that if you are getting left out its bad enough but you wanna be told the truth, you don't wanna be told bull shit you know.

Q Give us an example of one of the players

A Right, David Moyes said to erm Tony Hibbert once that he was gonna, he was thinking about leaving him out because the team that we were playing against played a lot of balls to the back stick and he's too small he said but erm...he said that might only be like four times in a game but...and like I was thinking to myself well you know at the end of the day you go and if you are that worried you stop crosses.

Q Well won't all teams do the same?

A And that was it, there was other things, trying to think of some...

Q ...while you are thinking of that I will give you one from Tranmere. I had a lad who when I first left Everton for Tranmere, I had a player Bobby Etherington good little player Bobby and the boss said „I am leaving you out Saturday“ and he played in the A team for me „cos he was that pissed off he said I want a game, I will go and play with the A team. I took the A team at Tranmere so he was telling me the story afterwards and I said „what did he say to you“ and he said „well er you“re not playing Saturday“, and that's it so he said so I went after training and knocked on his door and said you know „I am not even in the squad, what's going on“ he said. „Well you were not on the stick son.“ And Bobby said „what do you mean?“ Well he said „I take my dog“. This is Johnny King the manager...“I take my dog along Moreton shore in the morning and I throw him a stick and this one had your name on it and he never brought it back...so you are not playing.“ Honestly, that was it. Two last little questions now, dead short questions, dead short answers „cos I don't

wanna keep you.  
What do you think makes a successful manager?

A Erm...

Q You said before about communicating with the players?

A I think erm communicating with players you know realising what players strengths and weaknesses are I think one of the biggest, I think one of the biggest things is being honest with players you know if you are honest with a player you know I think you start the game with a bit of respect, you know if you are not honest you lose respect straight away. I think I would say 99 out of 100 players would rather be told truthfully rather than be just told any bull shit answer. „Cos they know its bull shit and once you start giving them type answers players just say ah fuck him, you know and I think that would probably be. If I was a manager, I would, well I think, yeah definitely being honest with them, being honest and being fair you know.

Q That's what players want, to be fair

A Yeah and I think if you if you say, if you go in there when you get a managers job and say listen I am going to be honest and fair with youse as much as you will be honest and fair with me. Then you know we will all get on fine and I think if a player comes in and does well then he will keep his place for me because I think if a player comes in does well and you turn round and say well listen you know someone comes in and does wrong they won't keep their place,. Once a player comes in, plays well and doesn't keep his place then you cause problems for yourself then you know you can't have rules for one and rules for another, even if its your star player.

Q I am sure you have seen that, cos I have seen it

A Yeah, loads of times.

Q I mean like Shearer?

- A And then players become disheartened then because they don't know, well you said if I play well I keep me place you know...they just totally you start to create a lot of you know problems and issues for yourself then.
- Q last question then, first one is a one word answer, two-part answer. Would say you prefer to play under a foreign manager or a British manager? And why?
- A Erm...
- Q Does it depend on the person?
- A It all depends on the person.
- Q Who would you like to play for in the Premiership now if you had a choice?
- A Erm...
- Q Forget the money at Chelsea – which manager would you like to play under?
- A I would have liked to have played under Ferguson, erm just because of you know he looks he, he to me typifies what a British manager should be...you know he's honest you know if you are not doing it he will tell you...you know and I don't think he would ever you know give you a reason that's not genuine, you know. If your not doing something you know I think he will tell you, you know if you are doing something right he would be the first to congratulate you and the first to praise you, you know which is what a player wanted. There's not really in between for players you know you there's the bottom end and there's the top end. When you play well, players like to be praised, if you are playing bad, you know players don't wanna be told they are playing bad, they know. Its one of them you know but players don't need to be told when they play bad you know players know.
- Q Well its like you if you miss a header and someone scores, you don't need to be told at half time.
- A Of course yeah, but you know managers do obviously state it you know what I mean, if there was like they have got to turn round and say to you what the fuckin hell you doing missing that header and that's where I think the foreign mentality comes into it because I think they would know that you have made a mistake and think sometimes well I don't need to tell him cos he knows you know...maybe after the game has finished but where I think British managers would probably say something at half time when there is still 45 minutes to go you know so erm, I think you know foreign is not better, you know British is not worse.
- Q That's a great quote that.
- A You know there's bits that you know British managers would like in the foreign coaches and there's bits that the foreign coaches would like from the British managers and I think foreign managers have come over here to take British bits from the...
- Q Wenger did
- A Yeah because its horses for courses isn't it you know when you go to Spain a manager there, you have to adapt, and you look at when they come to Britain you adapt to this style of play and you suddenly become accustomed to the play that you need for the British style of the game and that has changed to a certain extent you know for the amount of foreign players that we have in this country. Erm... players here like teams like Arsenal, Chelsea, they have started to play their own style, United have always, they've played their own style but they have had a blend between British and foreign players you know but they go abroad and play Champions League and they play a different style again.
- Q That was brilliant that.

## 2.10 Interview with subject 10, 'Matt', Friday 25<sup>th</sup> February 2005 @ 12pm in his Southport home

Q Erm ok – when did you first meet Shanks John?

A When did I first meet Shanks – erm dear me, some time in the 1960s erm, it would have been, well I started on the Bootle Times, that was my first journalist job but when you are on a weekly paper you do everything, erm strangely there was a man you know who was there before me and I overlapped with him briefly, that was Matt Darcy, and I got the job there through Matt.

Q Honestly?

A Yeah cos I wrote to all the papers all round the country to try and get on a weekly paper and I got a reply from the Bootle Times to say „start so and so“ Matt had put a word in for me, but I never got the letter and on the day I am supposed to arrive the Editor said well where’s your mate he is not here? So Matt went round to my house and asked my mother where I was and I was at work, I was working for Liverpool libraries at the time, so that’s all by the by, so I started there but I started doing Everton and Liverpool, they had never covered Everton & Liverpool before so I would have been around about 1963/64 I first met Billy.

Q What were your first impressions of him?

A Oh, in awe obviously! Because you think that the outward man is the man, but its not really because inside he was as soft as I don’t know what you know.

Q I will come back to that later...

A yeah...

Q er go on

A er but erm, I mean the way he used to conduct, I mean press conferences didn’t happen then, I mean I think it was late, in the early 70s when they actually started on Merseyside at Everton & Liverpool, started pre and post match press conferences, they just didn’t happen, it was sort of a loose arrangement in the corridor and he would stand there in his Mac with his hands thrust in his Elliot Ness, oh do you know.

Q He looked untouchable didn’t he?

A oh yeah, well he actually, I mean, god you can talk all day but he used to buy his coats erm because he wanted to look like Elliot Ness and there’s a wonderful story of when they are going to watch Ray Clemence for about the 15<sup>th</sup> time play for Scunthorpe, because Shanks wanted to see him more and more because he was right handed and left footed and he didn’t like this diagonal thing so they went, they saw him 18 times and one particular time is with Joe Fagan and Bob Paisley and he says right Bob, I am going to Kendal Milnes to buy a coat so he went in there and he’s looking cos he used to preen in the mirror you know.

Q Did he?

A Oh yeah – what do you think about that Bob? Aye that’s a nice one Bill get that one you know so anyway he said Sam, this young lad about 16, obviously his first job, he says son cut the belt, I don’t like the belt, cut the belt off and the loops so the poor lad did this he says „nah I don’t like it“ and walked out and Bob said how much is the coat son and he said here you are here is the money and Bob paid and that’s what he used to do you know amazing, but he was and he used to practice his lines you know his erm the so called ad libs, he used to practice them he used to practice them in the car between Anfield and Melwood with people like Joe and Bob and if they got a laugh he would use it with the press and if he didn’t he would

- think of something else so all the ad libs like they always say the best ad libs are rehearsed...
- Q yeah yeah, that's true. I remember speaking to Brian Hall once and he said that that erm, the little Bambas who played like for Liverpool and he said erm he made the son of Mao Tse-tung or something...
- A oh yeah, yeah that's Brian's great story, after they had won the cup in 74, they were on the steps of St. Georges Hall...
- Q that's it
- A and erm, there's all these people and he really did have, I mean he had power over people whatever you say, I mean if he told them to go through the tunnel and sack Birkenhead they would have done it, honestly Graham they would and hes er Brian's sort of a couple of players away from Shanks and he says „Brian you're an intelligent man, what's that Chinese fella called?“ He said you mean Mao Tse-tung, „that's it, that's it this is what this is like“ – quite incredible and he had this great power over people.
- Q Did he come across when you met him as being like an obsessive man?
- A oh yeah, driven. Totally driven and that's why you know he packed up and within I think 2 weeks of packing up he regretted it, it was a drug.
- Q Ronnie Moran said the same thing.
- A Oh I am sure, I am sure he would have been maybe even alive now, I am sure it contributed to his early death you know.
- Q Sad that
- A Oh terrible
- Q it seemed a funny time at the time anyway, I was the other side of the park obviously
- A I know, sure, nobody really knows, I don't even think Nessie really knew why he had packed up, he said it was to give him to get more time with her and she wasn't well and, but I don't know its very strange.
- Q did he come across when you first met him as if he had a blue print, as if he had a vision for the club?
- A well I think he had his own vision which he had had all his life, his own creed which obviously fostered in this very hard upbringing, like all the great, not all but many of the great managers, Busby Stein, Paisley, Clough even, Bobby Robson, all from mining stock and I think that obviously engendered this sort of erm desire to do things right and it's a very clean cut image isn't it and he was certainly driven, I think his vision, he played against Liverpool and realised, he said that, like Glasgow, he likened the Liverpool people to Glasgow, he said if you wanted a h'penny they would give it to you, you know even if it was there last ha'penny like the people of Glasgow, so he was aware of this latent support waiting to, in other words there was a fire, he said there was a fire to be lit and it just needed someone to light it you know, this is the sort of wonderful imagery he used to create you know.
- Q absolutely, cos he came in, I mean I am going to go on now but in your impression on the outside looking into him and the research you have done, I mean obviously you have researched extensively on him and your definitive book is the definitive book by the way and I purposefully haven't read that.
- A I have put a book there for you Paisley book because there's a lot about the boot room in it.
- Q Oh brilliant can I borrow that?
- A Its for you I am giving it to you.

Q Oh thank you very much - can you sign it?

A I have done it!

Q How did he change the club?

A oh well – when he first arrived, December „59, erm he kept all the backroom staff, that was the first thing he did which was you know now that’s unheard of. He got everyone together and he said „I have a – if you follow me, we will take the club to the top“. And he kept them all, so there was people like Joe Fagan, Bob Paisley, Ruben Bennett, who had been brought in a year earlier to be the next manager actually.

Q Is that right?

A That’s right – he was ostensibly brought in as potentially the next manager and Phil Taylor resigned in the November.

Q I remember that yeah.

A But instead of that they realised, they were told about Shankly and TV Williams went over to meet him on the terracing at Huddersfield’s old ground and he said how would you like to become manager of the best club in the country, TV said to Shanks, he says „why has Matt Busby resigned?!“. That’s true, that’s true, er so you know he took the job but I mean although he kept all the staff, within a year 24 players had gone er so and he knew the type of player he wanted, he used to say its all about the player being able to give and take a pass, find the nearest man, it was very simple stuff, and he used to say that it’s a simple game but people try to complicate it.

Q Its true, its true

A referees you know referees erm what was it, what was his lovely one about referees, trying to think of it, I will come to that he had a lovely one about referees, I will come back to that later.

Q what about erm, I mean he had a lot of players like he had some big names there, he had like Dave Hickson was there for a start.

A As for referees, they know the rules but they don’t know the game, that was it! Sorry yeah, Dave Hickson well.

Q He must have struggled to get those out, because he needed to, they were past their sell by date.

A Well the irony was he had got rid of Hickson from Huddersfield and then gets him again and I don’t think he was very, I don’t want this to... He wasn’t enamoured of Dave really and there is a story which I have never confirmed, but Colin Woods swears is true that they were going to an away game and they say to Dave we will meet you at the Mersey tunnel and he told the bus to drive past and left him there, now Colin Woods says that is true – I don’t know! So they didn’t I mean he just obviously didn’t like Dave as a player for some reason, I don’t know, but he had Roger there too coming through you see, er Roger Hunt yeah, but he used to talk about the spine the most important thing is the spine, the goalkeeper, the centre half, and the centre forward and of course he went and signed, well Tommy Lawrence was already there, he had been there years yeah, he had Jim Furnell to start with, but then he brought Lawrence in, he obviously went and signed Ron Yates and he signed St. John but the thing is that at that time, Liverpool had a board minute that said they were never to pay more than £12,000 for a player – that was in the minutes.

Q Honestly?

A Yes

Q Oh my god

A ...yeah, and erm

Q ...cos they sanctioned, they didn't sanction they actually decided the players didn't they who they were gonna buy before Shankly got there, did the board say, we are gonna sign this player?

A oh well – well the big story of course is that in in the five years before he became manager, he was offered the job at Liverpool and he went there Shanks and er they said oh by the way the Directors pick the team and he said, „if I don't pick the team, what am I manager of – nothing!“ and got on the train home – so he could have been there five years earlier when Liddle was at his peak, or certainly greater than he was when he arrived, because he was finished when Bill arrived and if you think about a really peak Liddle & Shanks there, they could have been back up in the top flight much earlier, but the directors picked the team, so much so that Peter Robinson, who is by the way in hospital quite ill – burst ulcer, rushed to hospital yesterday, in Southport & district yeah....

However, he told me a lovely story, the directors picking the team, because Liddle could play anywhere, they picked this team one night, didn't have him in it! Put it out as well and old Don Kendley, you won't remember but he was a he was a free-lance journalist and he's a friend of John Moores and everything Everton & Liverpool had was put out through him to the media and he got this team, he was a Devoney, he says bloody hell there's no Liddle – this is a story and he got hold of the chair and he said what's – you've dropped Billy Liddle and he said „oh my god we didn't mean to do that“ and they had to put another team out! Yeah, honestly yeah, so that's what it was like so obviously er when he went he insisted that he picked the team, so he was the first Liverpool manager to pick the team yeah.

Q he had some run ins with the board though over signings as well, cos when they actually allowed him to sanction the signings, they sanctioned the money but when he sort of said I want this player, I want that player, a couple of his first buys weren't that great were they?

A No, erm Kevin Lewis, he played a few games erm er that's right they weren't but the first really big signings were Yates & St. John and erm, he said I don't know whether you can afford them but St. John is going to cost £35,000 and Yates is going to cost £20,000 and the Directors said well you know er we erm we can't afford not to sign them so they told him away he goes and sign them and really that was that was sort of the start of it really you know Yatesy made captain and it all took off from there really.

Q You mentioned his management style before and I think you have almost confirmed it anyway, I was speaking to Bugsy, Ronnie Moran the other day and he said that like you said he was a different persona

A Oh yeah – definitely Graham yeah

Q ...he wouldn't tell players off?

A no! In fact erm we worked out some, not long ago that he never ever fined a player in his whole managerial career – certainly not at Liverpool.

Q I had this impression that he was like a Sergeant Major!

A oh yeah, oh yeah, people were frightened of him but he was soft as putty inside, honestly he really was and any dirty work Bob had to do it, he told Bob to do that – oh yeah, oh yeah – and he didn't wanna know about injuries, I mean, the thing is he hated, you were in the „bastards club“ if you were injured, that's true, its true, you were in the bastards club if you were injured! I remember even his brother years later, his brother Bob Shankly was involved in an accident on the A74 and



we were all in at a press conference and er we said „how’s your brother Bill, is he“ he said „its my leg you know I have had a pain“ and it was just as if you never asked the question, went on about himself – and he wouldn’t even talk about his brother being in an accident – there was a fear there. I mean Emlyn used to go into hospital like a lot of players did to go and see children – he wouldn’t go in, he was frightened of going in to see people sick, it wasn’t hard, it was a fear.

Q I can relate to that, because I am a bit like that, I hate seeing people ill.

A no – well a lot of people are like that but obviously its enhanced with Bill with being in football, he didn’t like injuries and I don’t think he knew a a lot about them, I mean he was very lucky and people talk about Shanks – he was terrific obviously – but how fortunate to go to a club with someone like Bob Paisley there, who had taken his own physiotherapy course, a postal course, organised indirectly by John Moores would you believe through TV Williams, Moores and Williams were like that yeah, and he got this letter signed by John Moores, please allow Mr. Paisley access to any part of any hospital on Merseyside and Bob used to go and watch operations performed, go into Physiotherapy units everything and he had this amazing knowledge of injuries, so much so he diagnosed injuries off television, er David Nish playing for Derby got an injury and er...

Q ...cruciate ligaments...

A ...yeah, it was on, Bob had seen it on the box and the next day we were at Anfield he said the „bloody Nish fella, he’s got bloody cruciate ligament tear“ and we said well they don’t know yet Bob, and he went „nah I bloody saw it, its cruciate ligament“ Joey Jones, he was watching him play for Wrexham at Tranmere and Joey goes down and is carried off, so we knew Liverpool were watching, Chris James and I were there and we saw the Tranmere doctor, the Scottish guy, you know the guy I mean...

Q yeah, yeah

A Alex somebody and er he said erm oh he said that’s a potts fracture that, and I said is it oh right anyway Bob wanted us to know, Bob rang me and said what er what have Tranmere said about Jones, I said oh they said he’s got a Pott’s fracture, he said „nay they bloody weren’t Potts fracture, bloody ligaments“, so we actually rang the hospital er to see how he was and we got the sister on duty and she said oh Mr. Jones is okay he has got ligament damage, so he was right – I have never known him to be wrong. He was unbelievable, Charlie George in the kicking at Anfield for Arsenal, er he goes down and Bob goes to Berti Mee and says „the George fella, he won’t start, he’s bloody, whatever it was he had done“ and Berti went „how do you know“ and he said „I have just seen him fall“ – he could tell by the way they fell. Joe Fagan and Manchester city on the bench er a corner comes over and its missed and its cleared and Bob says to Joe, get the Fairclough fella off, bloody operation and Joe says you what, you what, you what Bob and he said „he needs an operation“ he said what do you mean, he said well the way he cocked his leg there and he went down, he has done his knee and it was right on the Monday an operation, it was uncanny – so therefore Bill walked into this, so his own fear of injuries, not wanting to deal with them in any way, everything fell on Bob you see, then he had to deal with the psychology, Bob had the psychology to deal with Shanks – he used to say to them – tell him you are fit, tell him you fit, let him see you are not fit and let him tell you you are not fit, never tell him you are not fit and Gerry Byrne I think it was said „I was absolutely knackered and he says „how are you Gerry“ and he says I am fit boss, right so run round there, so he ran round the

- ground and he says „yah lying bastard you are not fit“ but if I had told him I wasn“t you know! So that“s the way Bob had to deal with it and all that you know...
- Q That explains how Gerry Byrne played most of the cup final with a broken collar bone...
- A Well that was Bob again, he diagnosed the collarbone, the Wembley doctor said it wasn“t broken and Bob said, „yes it is“ and er Leeds did nothing about it you see, that was the amazing thing.
- Q Kept it quiet.
- A Incredible – yeah
- Q How did you go about the erm, I mean players at one time in the old days all the training was like lapping and running no ball work, did he put any ball work cos he had the sweat box didn“t he?
- A he had the sweat box built at Melwood yeah but he used to say all this roads running this bloody load of shit, cos he had quite a rich language, he said have you ever seen games played on roads? You know, he said play on grass that“s where its played so we train on grass you know and he was very dogmatic about that and er all this stuff, like Bingy did at Everton with the sand hills, it was disastrous
- Q I was just there at that time
- A they were all, oh we had a story a day somebody“s out for six weeks and you had none of that it was all erm it was all Melwood and as you say the sweat box was, Geoff Strong signed from Arsenal, after two days he was off ill, had a flu like thing and it was a reaction – he said I don“t know what I“ve joined here a football club or a commando course, that was Geoff Strong.
- Q I will explain that to you later actually it was unbelievable that... He also looked, he also changed, revolutionised to a certain extent the match preparation, is that right, he started to spy on other teams?
- A Yeah, yeah he used to send Ruben, Ruben Bennett was made assessor yeah, that“s right, he was as hard as nails as you know.
- Q I know Ruben yeah cos he was my coach when I was at Liverpool as a kid and he was, he would say to you, „how many times have you touched the ball tonight son - (it was 27!!) - he was a hard man.
- A Yeah, a goalkeeper he was and he said, he used to claim, he said I“ve got the longest goal kick in British history – I said how“s that Ruben? „Well he said I was playing for Third Lanark and the ball comes to me and I walted it and he said it went right over the stand and onto a coal train that was going to Cornwall! It was the longest goal kick in history! Er, but there“s stories of those, I mean they were on a train Ruben and Shanks going to London for a match and there“s another game on its, you got „Ruben is that match on the wireless?“ „I think it is Bill“ – lets get it on – so they couldn“t get it set, come on look at that window, stick the – so they stuck this blinkin aerial out and they are like this and suddenly the 4.15 Scottish express come and went phew and throws back the aerial comes in and Shanks says „Jesus Christ Ruben that was travelling!“ You can go on and on and on....
- Q You touched on this before about passing and move but he liked to see the game played simple as you say, pass and move.
- A Yes – very much so – pass and move
- Q What was he – he was big on the team contribution before individuals, how did he sort of get that message across?
- A Well yeah, I think his whole creed was formed at Preston because Preston were way, way ahead of their time in the 30s pre-war erm, they used to do things about

diet when other clubs never even gave it a, but they were into diet, they were into erm medical stuff, you a lot of the sophisticated things that came later, Preston were already were doing.

Q Who was manager then?

A I think it was run by the erm, they had a coach, I think Smith his name was, I will have a look in a minute for you I think I have got it.

Q Because it was very evident Shanks, it was always you know the individual is part of the team.

A Yeah – he used to talk about Preston, they used to learn about things, a lot of his stuff he used to quote Preston this Preston that you know and he said one time we'd lost a match at Preston and one of the players was seen laughing in the bath, somebody said „laughing“ you don't laugh after you've lost a game you know so he took it extremely seriously you know and I think he learned a lot.

Q It was all short stuff in training as well, it was all five a side.

A. Yeah, five a sides all the time he loved it – well that's another thing, Preston did the five a sides, that's where that came from, he used to talk about that and of course Tom Finney was there and if you said anything about Tom Finney – well you know. He was his hero you know and one of the great stuff this was in the 70s the Express did erm, they asked me to do a current event...

### **Phone rang**

....So where were we?

Q About match preparations, technical erm

A Yeah.

Q You mentioned about the way he liked the team contribution he got from Preston.

A Yes that's right, oh yes Tom Finney we were on weren't we – no just how he idolised Finney was, in the 70s the Daily Express said to me, cos computers were quite new and the Liverpool Technology College had one a big one and they said would you run a programme through it and play the current England team against an England team from 30 years earlier – so they ran, it was quite amazing, I had to give the guy all the pics of the players and then they played the match and chatted out a match report you see, it was quite intriguing when you think computers were only just, as far as we knew, we had never used them or seen them, and this thing came anyway to cut a long story short, 74 minutes, Tom Finney carried off after tackle by Emlyn Hughes, see and this went in the paper next day, it was – it made a nice feature actually so that was it never thought anymore about it. Went to Anfield and er we were waiting to see Shanks and Emlyn comes out and says what the „bloody hell are you doing?!“ I said what do you mean Emlyn, that bloody you've done something in the Express about me attacking Tom Finney, I said I haven't done anything about that, he said „well I'm getting changed this morning and the boss comes in throws your paper down and says if you do it again I'll kick you up the arse!“.... and he took it seriously, so I said to Billy „he said aye well he's touching Tom“ so that was how he idolised him you know.

Q I was, I've interviewed Houllier and Benitez and they are acutely aware – you've been to the boot room I am sure you have, they are acutely aware of the legacy of Liverpool legacy.

A Yes – Benitez has got books hasn't he of the history – I hope he's got mine – but er I know he's reading history books on Liverpool you know...

Q He is yeah, he told me that...

A ...which er which is great.

- Q Do you think this could be a downfall for them though? Houllier, cos Houllier even copied the red scarf didn't he and stuff like that?
- A I don't want that – I think Houllier was a phoney but there you are!
- Q No – I've got that on tape from someone else and...
- A ...well he didn't even go I mean all the talk about the past and everything, he didn't even go to Nessie Shankly's funeral.
- Q You're joking?
- A ...no – they had a meeting with bloody Carlsberg the sponsors.
- Q ...and that was deemed more important?
- A Yeah, Peter Robinson was disgusted by them.
- Q what do you think of his attempt at the bunker then, Houllier, to recreate the boot room, he had a „bunker“ at Melwood it was called.
- A Oh I know yeah well – well again you see all that was wrong, I mean he is supposed to know Liverpool history as I told you the manager had nothing to do with the boot room, in fact well what I've done is Graeme there is a piece in there about the boot room, how it started – this is for you anyway.
- Q Oh, thank you very much.
- A ...and its all there.. Of how it started, it started with Paul, you know Paul Law of Guinness Export, later Lord Mayor of the City and all that right, well he used to run Guinness Export.
- Q Up in Ormskirk?
- A That's right, yeah, yeah and they used to bring players for treatment and Joe and Bob would treat them you see, this went on for a long time and suddenly Paul decided well they wouldn't take any money so Paul came up with some crates of Guinness and said here you are boys that's for looking after our players, so they had the boot room there so they stuck it in there, then they got more from Paul and eventually they said well we will have a drink in – and that's how it started, nothing to do with Shankly at all and he never went in there!
- Q He never went in?
- A No he used to stick his head round the door and say Ruben are you ready and Ruben would come out of this stinking room with no window with a, in fact when it was pulled down to make way for the new press room it still had the original carpet er Ronnie Moran went it stank you know it really did and there's so many stories but Elton John on his first trip to Anfield with Watford erm he was walking down the corridor and Joe said, „coming in for a drink lad“ so he was invited into the boot room and he came out and he was absolutely starry eyed you know, he said I just don't, I've just played 80,000 in New York you know he said I was more nervous going in there – he said did you enjoy it, he said oh yeah – it was funny cos erm Joe Fagan said what would you like to drink and I said Pink Gin and he said we've got Guinness Brown Ale or Scotch lad and that's your lot! He told us that, lovely line yeah – but it was nothing to do with Bill, it was that's how it started and it just grew from there you know.
- Q Did he go in every Sunday morning? Cos all the coaches went in on a Sunday morning.
- A They went in on a Sunday morning yeah
- Q did Shanks go to them or...
- A ...er he often, well er he would sometimes go in there on a Sunday because they'd invited him in but I mean generally it wasn't his domain at all.
- Q Amazing that.

- A He kept his distance from that you know but they used to have a pow wow on a Sunday definitely.
- Q I will ask you a question in a sec, I will give you a pre-question if you like, the question I am gonna ask you really is what was the „secret behind Shankly’s boot room philosophy“ cos it was more than er more than an actual physical being the boot room, there was a philosophy.
- A Yes it was Graeme yeah.
- Q I will give you the second question if you like – he relied more or less exclusively on having the best players later on – you know he bought the best players and let them get on with it.
- A Yes, yes, yes
- Q ...erm – how did he sort of create that – what was his philosophy like in terms of how the game should be played, what sort of players you want, did he stick to a 4-4-2 all the time, it was a philosophy more than an entity wasn’t it
- A Yeah, what he used to do, and I think Bob was very powerful in this, Bob was a huge influence on him as well on everything he did, but they used to look for players who a) didn’t get injured – honestly that was a big, big thing, they used to talk about, he says you always look for the marathon men, men who play game after game after game and that was a philosophy all the way through, so it wasn’t just enough to be a good player, you had to be a good player who played a lot of games er he wasn’t heavily into flair players, he used to call them tanner ball players as a lot of scotch managers did – he wanted players who could er, and he used to also tell them cos you used to hear about managers who go in and „win that ball“ and all that, he told them not to do that, Emlyn Hughes came out with this and Shanks used to tell them if you know you can’t win the ball don’t go for it because your gonna get yourself injured and in the long run its not worth it – you’ll get try to fox and hassle but don’t go in if you can’t get the ball so that was another thing and that might explain why so many of our players played you know hundreds of games on the bounce.
- Q Well you won the league with 14 players one year didn’t he?
- A Yeah – they did yeah, incredibly yeah and in fact when Joe Fagan won the treble – he used 17 players, one of them played once, now you think about that its just uncanny so obviously it went through this thinking was Bob and Bill – the whole club had thought like that and when we were in Holland when there were stories about who Liverpool were gonna get to replace Keegan and there was all sorts of talk about Trevor Francis, goodness knows what else and to cut a long story short I had a slight altercation with Bob over something that had gone in the paper and he came in from this match on a Saturday night, I was talking with Cally and Smithy in this hotel in Rotterdam and Bob came in and, you always knew when he was angry cos his leg used to go like that – and put the Express which someone had brought over on the table – so Smithy said hey and he had a go at Bob – we’re having a bloody chat here you bugger off – so Smithy and Bob were having a go at each other, oh bloody hell so I followed Bob in the lift anyway that was sorted out, it wasn’t my fault it was the papers anyway he said, you having a drink, Colin Wood came up with me too and we sat in his room and he said theres some brandy there and he grabbed the brandy out and er so I said well who are you gonna get to replace Dalglish Bob er Keegan Bob - there’s all this stuff about Trevor Francis – bloody Trevor Francis, bloody Trevor Francis, not in a bloody month of Sundays so I said why – he said seen the number of bloody games he plays. He said theres only one fella we’re getting and that’s the bloody Dalglish fella – good story this,

- this was Saturday night, about 11 o'clock, I said oh my god, have to keep this till Monday, he said you can't put it out yet though cos we- so I said well we will have to do something Bob so we agreed we would sort of er said one of these four will be Liverpool – Sayer of Cardiff, do you remember that, Trevor Francis and who was the other one? Liam Brady that's right and Dalglish – but we tipped the offices off we've gotta do it this way – we had three miniscule pictures of Sayer, Francis and a huge picture of Dalglish – that's how we got away with it! But, so that was the thinking all the way through, it was the marathon then erm and also erm he, their character as well, he used to speak to people about their character you know.
- Q Ferguson does that – he vets them very carefully, and Mourinho he says he wants players who can play a lot of games.
- A Yeah so you know it makes sense really doesn't it?
- Q Yeah – what about the Souness effect then – the Souness effect on Liverpool
- A As a manager?
- Q yeah
- A oh
- Q ...cos the legacy was there wasn't it?
- A Unbelievable, I mean he almost, he wrecked it didn't he really? I mean Graham was one of the greatest players I have ever seen play for Liverpool but he was one of the worst managers there has ever been. I don't think he is a manager anyway. We fell out a lot you know and er...
- Q You are not the only one!
- A ...erm you know we had our moments Graham and I, you know we are ok now, I see him at games but I don't as a manager I don't think he had it and I still don't think he's got it frankly – I mean if you look at his record its not very good is it?
- Q He tried to change everything at Anfield?
- A Yeah, it was revolution when it has always been evolution I think that is the key to it you know erm and also a significant thing happened as well, which wasn't his fault but it happened while he was manager erm they stopped doing – and this was a huge plank of Shanks and Bobs philosophy about management, they stopped reporting to Anfield, going to Melwood back to Anfield, the warming down, that was from Preston, Shanks got that from Preston, he said when you've been exerting yourself and your muscles and your pores are open the worst thing you can do is to jump into a hot bath – you've got to warm down and when you think about it yeah – so they said by the time they get back in the hut and back on the bus to Anfield – they are okay they can have their bath you know and all that changed under Graham and they got a spate of injuries, a huge amount – he never had a full team did he?
- Q No he brought he dragged down the sweat box as well didn't he?
- A yeah, that's right, all that went yeah.
- Q ...and I got a quote of Thommo
- A ...then we were at Italian training camps oh my god, Shanks would have turned in his grave!
- Q That's exactly what Thommo said.
- A Did he – did he really?
- Q Thommo said Shanks would be spinning in his grave now.
- A Oh well there you are – I didn't know that.
- Q Only a couple more to go – was he a manager or a coach Shanks?

- A Er ,that's a good question that, I think he was a manager because he was a figurehead for the club wasn't he, which a coach did but he was the figurehead but he also had a great input into the tech – see Bob was the tactician, you ask Ian Callaghan summed it up he said the best motivator I have ever known was Bill Shankly – the best tactician I have ever know was Bob Paisley and if you have got them together which Shanks had right throughout his career there you know you've got a hell of a combination and interestingly it was only when Bill left as manager that Liverpool became sophisticated enough to win the European Cup, Red Star Belgrade knocked them out in Shanks' last European match in 73 and er they had this meeting afterwards Bob and Bill and all of them to say that right – tactically we have got to re-group and they decided that you know the Larry Lloyds have gotta go and we have gotta start playing football from the back now Bill knew this wouldn't appeal to a lot of people – he said they don't like it, they want blood and thunder and action, but the way we are gonna beat the continentals, and he hated foreigners by the way, he is a Gordon Lee-ist on that, he used to say they are a load of thieves rogues and vagabonds living on their wits in the gutter!!!
- Q He sat on the fence shanks didn't he!
- A Yeah! I said say what you mean Bill, so they decided that you know, so then you started with the Hughes and Thompson, Thompson and Hanson you know it all started from there.
- Q Big stoppers - how was he different to his contemporaries, cos he had very successful contemporaries around him – Busby, Bertie Mee, Don Revie, how was he different to them – or was he different to them?
- A ...erm – I think he was honest, I think Bill was very honest – I am not saying he was lily white, he wasn't but er I mean now we all know what Revie was like, he was a bloody crook and he used to claim they were so close but Bill would never ring him, it was always Reavie ringing Shanks he was always very suspicious of Revie, he liked Matt Busby immensely, they had a sort of great relationship – yeah, used to go and see Matt a lot but I think he was far more obsessive than any of them, I just think he was he actually lived and in a sense died for Liverpool, I think he died for Liverpool because he left, regretted it and it killed him – I think so.
- Q I think you are right. Do you think or double edge sword one, could or would he be successful in the Premiership now?
- A I think so, I mean they say great players can play on any pitch in any era, well I think great managers could manage, the only thing I have always said about Bill though is that to him anyone who had any doubts about playing for Liverpool, he couldn't get his head around that, so just imagine Graham a player going in with 6 months of his contract left and saying right boss er unless you give me this this and this I am walking out in 6 months time, I think Bill would then have got a gun out of his drawer, shot the player, gone outside and shot his agent then shot himself, you know I really do, because erm I don't think he could handle that. I think Bob who was a little bit more cagey could have done that, he could have handled that probably but I don't think shanks could, that's the only thing the only rider I would say today.
- Q Oh I think he would kill yeah
- A ...you know oh what!
- Q You're not the only one mind – down to a very expansive question, are Wenger, Mourinho, Houllier and the like any better than Shanks?
- A no, no I don't think so. I mean er no its hard to compare isn't it, I mean Alex Ferguson has been a fantastic manager hasn't he, you've got to say that, not the

- nicest of men but a fantastic manager erm but er no I mean for sheer motivational things I don't see how anyone could and he he was also a fantastic psychologist when you think if all these stories are true about him waiting in the corridor, waiting for Leeds United, I mean I remember when they were late held up in the road and he was down in the foyer Bill with his Elliot Ness Mac on strolling round looking for people and he caught me he says, „I think they are frightened to turn up“ I'm waiting here, stay here when they arrive you will see something, so of course they all, there's Revie, he always had his head sort of slightly down, he said „Don – Jesus Christ I thought you were frightened“ and all the players were looking to Revie and he can't respond and then he sees big Jack and he says Jesus Christ Jack it's a terrible pitch for big fellas like you out there today! Then he'd see little Billy Bremner, oh he said your gonna have problems on that pitch wee fella you know and he picked them all off one by one and then he walked and said „told you I'd get them!“ And that's absolutely brilliant isn't it?
- Q I remembered speaking to Leighton James who was coaching for er, Leighton James played for Burnley and he was a real good winger...
- A Yes he was a very good winger yeah.
- Q ...and he coached Burnley and I remember talking to him one time about one time and he told me, without any prompting, about when Shanks shouted down the corridor to him, he shouted to Tommy Smith is it true, I said erm the two dressing rooms are close to each other at Anfield and the visitors ones here and the home ones there and as Burnley were coming he was stood in the doorway Shanks and he shouted, Tommy Tommy, Leighton James comes in, he's shitting himself!!!! So Leighton James could hear it like – unbelievable like!  
I have got two cheeky questions for you now!
- A Yeah...
- Q Is or was the boot room a myth?
- A Oh no – it wasn't a myth but I think its been erm er I think the how its thought of now is erroneous – it was nothing to do with Shanks, that's the main thing and people talk about the boot room and Bill Shankly well it wasn't – it was completely independent of Bill and as I told you it came for other reasons but the spirit of the boot room is very much Bill because he used to talk about he believed in communism with a small „c“ he was passionate about that erm and you know and Bob pointed this out too, he said the thing about the club like it is bloody „communism-ness“, he said if I see something in the corridor, I will get the bloody brush and brush it up and now you can't imagine Wenger, Ferguson any of them doing that but they would do that you see and that's the kind of spirit the camaraderie that was built there and I suppose also there was a bit of a brains trust because everything was handed down so people like Roy Evans who was at one time the youngest coach in the whole first division erm had this incredible knowledge which he took, which he quite freely admits now, handed down to him amazing, I mean when you think of all that fund of knowledge, Fagan I mean Jo Fagan, I mean god what a fantastic guy he was too and he tends to get air brushed out of history now and he won the treble – first manager ever in British, English football to win a treble.
- Q Fagan was it?
- A Yeah, before Alex Ferguson, 15 years before Ferguson did but he gets forgotten about now, its scandalous really and then of course...
- Q Really nice fella.



- A ...and then of course Bob Paisley – I think the greatest English Manager ever, the manager of the Millenium 19 trophies in 9 seasons, 3 European cups you know.
- Q Unbelievable – cos erm, I remember there was a book they used to pass down the pre-season book.
- A oh yeah, Bob used to keep that, that was Bob’s book erm its all in there and he used to he used to say you always see the bloody patterns like and so the Tosh fella like - the bloody calcification of the inner thigh like, it comes and he used to do things like, Tuesday raining – afternoon sunny and er the most miniscule detail all went in Bobs book erm which was a fantastic diary of everything and he said its amazing, I see patterns recurring.
- Q He’s right.
- A Oh yeah, so that yeah that was a big thing yeah.
- Q last question, you know where this is coming from now – what would you say to someone who thought the boot room was no more than a glorified working mans club?
- A Laugh....
- Q You can say it on tape!
- A Aworking mans club – no – I mean I don’t understand, not you, I don’t understand anyone asking a question like that because it was...
- Q An academic [Stephen Wagg] from Roehampton University
- A Oh well, you could almost say it was a board room in a sense couldn’t you because that’s were strategically everything – it was a think tank as well yeah – oh the other thing about it which was a key thing – they had a man there who bridged the board room and the boot room and that was Tom Saunders – now he was very important – Shanks brought him in, he was, as you know, a former Head Master, managed the England Youth and school boy teams, and he brought him in succeeding Tony Waiters, you remember Tony, as erm Youth Development Officer, but also Tom could talk the language of the Directors so he was the go between and he was used by Shanks to go to the board and used by Peter Robinson to go to the boot room so he was the man up and down the stairs, which I think was the first, I don’t know of any club who had a man like that you know.
- Q You wouldn’t get that these days.
- A No – well that was way ahead of its time, if you can find anyone like that. So you know there were so many facets – no it wasn’t a working mans club, as you say it was er it was a control centre, it was Churchill’s secrets quarters wasn’t it, whatever you wanna call it but it wasn’t a working mans club no.
- Q well that’s why I’m writing this article now anyway about this .....

**2.11 Interview with subject 11, 'Dennis' PFA, Manchester, Thursday 6<sup>th</sup> November, 2005**

Q Question for you first of all, has English football changed?

A The last 10 years it's changed beyond all recognition. I would say as a result of I think Sky has been a major catalyst for everything, it has brought money to the game that you could never imagine its meant that there is now between 25 & 30 millions to be had by the top four clubs in the premiership and when you consider that one club in the premiership is now earning more than the entire clubs in the football league put together you begin to see what distance it has created between the higher echelons and below. Secondly its also created two divisions or three divisions within one because you have got your four clubs who can afford to compete at the level that's required now to win a competition, which is probably 70 or 80 million pounds to be spent, you have got middle order group of players, of clubs sorry who can do nothing more than look to survive and do okay and then maybe get a European spot on a one off and then you have got your bottom 6 or 7 who every single year will be fighting for survival and such will be their concerns that if they get relegated they are going to be in trouble. Its proved in the last 6 years, your looking at the clubs like Bradford, Coventry, Leicester, Derby erm Sunderland have all been in the premiership, as soon as they have gone down, they can't readjust because they have had people running the clubs who haven't been astute enough to be able to negotiate on a flexible basis and they haven't managed the clubs finances properly, they talk about. Another one for you Graham they talk about players, salary capping being the er the problem, the necessary way forward, they are missing the point, Manchester City's debts were 74 million, salaries for all the players was 19, there's 55 million pounds worth of bad debt there created by mismanagement, so to say when, to say its not changed, there's one million pound coming into football in the mid 80s from TV, £1 million, there is now around I think 800 million.

Q Oh my god

A So it's a massive difference and it's created with it a whole new change, some for the good, some for the bad.

Q I think your right, I think your right. Mm I was gonna come to some stuff, I wanna come back to Chairman later on and Chief Executive Officers, sort of personalised question really but given the range of players you represent and its important to recognise you represent every single player not just the top earners.

A Yeah, yeah

Q Erm, those who play in the Premiership, focussing on those first of all, do they confide to you and say that club culture has changed, is it more professional, is it too hard, is the style of management different?

A They don't confide, I think we have to be very careful that we don't lose our links with the top boys, that was why the league's challenged us over the latest TV monies, we are whole reason is to look after service, to offer, to enhance the benefits and sustain the benefits and protect our players interests in all aspects of the game. Because of the massive influx of overseas players coming in it was it was always being considered that we would lose our influence, particularly if there was a challenge. All our funding comes from TV money and as a result of that we rely on our TV money but we have to give it back into football for the benefit of our members in areas of medical, hardship and education, that's a pre-requisite which was put in place in the 60s, established in a regulation, which was always

10% we got 10% of the TV monies which was great, until the Premier league came and 10% was too much. By the way and we have had 3 disputes in the last ten years our members have been strong and supported us, both in 91/92 when they [Football League and Premiership] split, 97 when the football league and we are the biggest sponsors of the football league, we give the football league more than we get back from them on their TV rights because we get it from the Premier TV monies so we do it to prop up those in need so we give the football league more and they still challenged us in 97. And then finally the big one was in 92 because there was an even bigger hit, deal to be had by the premier league and they thought they would challenge us and they thought they would challenge us on the basis that I think, our influence at the highest level of our players has probably waned on the strength of the fact that we have now got so many overseas members and it would seem to be difficult to keep your control and keep your links with your members. It was quite the opposite; we had the highest success rate, the highest percentage of any union dispute ever in any industry supporting us...

Q I remember...

A ...and the strongest, as strong as any were the overseas players.

Q So what was the percentage then?

A I think it was, it was 92% voted, which is amazing and 98% voted in favour.

Q That's fantastic.

A So that does, when you are talking about Premier league lads, who we don't always have massive links to because they have so many advisors now that's a big change in the game, so many advisors now that we always worry, we don't worry but others worry about the influence that we might have but I've got to say to you any single individual who has a problem in our game, they will come to us to solve it. They might think we are archaic they might think we are dinosaurs but they know that if we say it we mean it if there's something wrong we will bat a lads corner until there is nothing left but we ain't myopic we won't take on a case if we feel the lads wrong, we will look at it on an objectivity but if we feel somebody's right we are never afraid to take it to court to prove it and that's why we have got the respect we have got and really that has cemented our links with our top players. In 2002, we now get 17 ½ million pounds a year but from that 17 ½ I have got to say we put back into the game in excess of 16 million, which means that on that basis we have got assets of around 20 million, it means that in 18 months time if we stop the funding from TV we would be bankrupt on the level of input that we give to our current, but also our former members, former members we look after in the same way so we have about 54,000 people we look after...

Q Do you?

A Of which only 4,000 of them are, yeah, around that, they say there's 50,000 former members we look after so you can see the massive changes and what the er the money has been the biggest catalyst without any shadow of a doubt, the TV deal has changed the game, a lot for the better, but also for poor between league and Premier and the split in the premier is dangerous.

Q Can I just check this is working here...?

A No go on sorry.

Q I've mentioned, I will bring you back, I have got a few questions, you actually pre-empted this anyway but, I will come back to player power in a second er, did are you finding more and more, you have sort of answered this question anyway, are there more and more advisors getting in your way, I mean, I will come back to agents in a minute.

- A Massive problem area...
- Q I will use the words advisors erm...
- A Advisedly!!!
- Q Advisedly!!!
- A I have got to say of the 18 top agents in the country out of the 200 plus, I speak to all of them on a fairly regular basis, it hurts me sometimes because I think that of the so called 18 very few are good, I think they are tricky, I think they don't know the rules and regulations properly, they don't nail deals down, they don't tie down players leaving and as a result it comes back to haunt them and then of course us because then when they want our support. The problem is that because they are representing a player and you wanna make sure that players protected, they sometimes help, sometimes give them advice, more often than not we take them on and so I have no problems with helping a certain agent on a certain time I think its right and telling them later ,mate – your out of order here and unless you do something we will take em on" so they are the scourge of one of the biggest er detriments of our game I would say in the last 10 years is agents...and again you look at the catalyst, its money, because its an easy, it's a fast buck and I know two top agents who are top for no other reason than they have earned the most money, they are both scariest and er I mean in the nicest way both of them live abroad for tax reasons and er they were both working in er...
- Q I think I know one...
- A ...has lived abroad for 20 years
- Q Scottish?
- A Absolutely, there is one in our area here and I fell out with him, I fell out with one of them and the other one you know you just you can earn more in one day through doing no work than a man who is a professional in a very er rewarding and important profession can earn in 10 years, that's immoral.
- Q All done by phone from Spain
- A Absolutely, its money laundering
- Q I remember one when I was at Everton who er and you can probably tell me some you know detail, no names but I can remember one who negotiated deals where he got 10% of the players wages per week.
- A That, that's also been adopted in certain, its been put in in certain agency agreements, yeah it's a joke...
- Q ...talk about you know...
- A The problem we do have is that clubs will too readily scream that they don't want agents in and a lot do that but its contradictory they also...it's a vested interest to keep them because at the end of the day there are people, without any shadow of a doubt, gonna be earning from the agent also, not just the agent themselves.
- Q That was carefully worded
- A I couldn't give a shit...there's too much evidence to suggest that the work in practice that's taking place has meant that there's a massive amount of money going out of our game rather than being circulated. The collapse of the transfer markets has meant that football league clubs are no longer being able to get to sell their players to survive like Bury used to do, er it's a bit of erm...a red herring to say that clubs survive on that because they don't because its been over a number of years the transfer markets they climb from football league into premier but unfortunately in my opinion clubs in the premiership have gone abroad, rather than down below...as much because of the financial benefits for certain individuals who

- go down that route because its easier to launder money in that way, it's a very heavy handed, heavy hitting comment...
- Q ...absolutely
- A ...but I have got to tell you its fact.
- Q Oh I am sure it is.
- A ...and the very reason the problems we have now with, we have a major problem now with the agents to such an extent the football league have now decided to monitor their own „cos they don't feel the FA do enough er and so they want to monitor agents in as much as every transfer they need to see what the agents, who the agent is, what he is earning, they are trying to nail it down.
- Q Unbelievable
- A ...and its, the only thing what has helped is the transfer windows, because that's meant there's less work going on between you know from one year to the next which means that a lot of these guys are suffering. It also means in the last four or five years, with a lot of agents coming into the game that they have linked themselves to financial advisors so that they can earn more than just the contract monies because there are so many out there you can't survive on looking after 8 players unless they are elite. I know one agent who is a youngster, who looks after an England player, fringe England player, who earned enough on the one deal he did to keep his whole office running for two years.
- Q Does this young agent live in Liverpool by any chance?
- A ...er, no, I will tell you the name. Des Roach
- Q I was thinking of Neil Sang. Do you know Neil Sang?
- A Yeah
- Q He was one of my players
- A Aye well now, I tell you who this was this was a guy called er Des Rooach which I think that's just a gofor and he looks after John Terry and er how he got John Terry. I think somebody threw him out because, because of the problems he was having and he went you know at Chelsea and the money he got from Chelsea has kept him going, he has 2 or four years...I think it was four years...he can keep his office going for four years.
- Q Has Sangey got any names?
- A No Sang rang me up and said I believe the PFA are looking to get rid of the players, I am that man who is top class and can look after them and I know the PFA are moving out of agency, well I wouldn't pass him onto anybody, er I had a word with John Brannon about him and he said oh we have had one or two disputes with him, he's not the worst but we have had disputes.
- Q He was always, I mean I love him as a lad, great little player but always a bit of a wide boy anyway; his dad's got a big business. I think his dad put the bail up, the bond up for it and stuff.
- A Well he will be struggling now because even the big boys are struggling now.
- Q yeah, erm I will switch a little bit there, there's some very good stuff there, in terms of players who come to you, do you have any oh, I will come back to this in a second but do you have any, any real comments on the way foreign players are influencing the game?
- A Yeah, certainly.
- Q In terms of the benefits and down side?
- A Yeah, positives and negatives
- Q Give us a positive

A At the start of the 90s there were 7 overseas players here, 7, as you know outside of the EEC they need a work permit, EEC no problem, outside of the EEC work permit, erm...we make sure the work permit criteria is very strong because we don't want semi skilled artisans in here, they are supposed to be here to enhance our game and I will suggest that the Bergkamps the Zolas Di Matteos Henris, fantastic. What they have done for our game is immeasurable, they are, they have shown a technique and a skill, which goes way beyond, very few of our English players can provide that...

Q Great role models...

A We have still got the Beckham's so the first thing is on the pitch, they have been fantastic spectacle to enhance the premiership and that has shown in the gates rising for 13 years running and how sky have been able to survive in effect because the football is their major, major viewing. That's the first thing, secondly they have had a major input on our younger element, I think that Man Utd's young players have and Eric will tell you that this afternoon, cannot but have improved with working on a daily basis with Cantona and I think that Carlton Cole and Joe Cole and Frank Lampard couldn't have helped but been benefited from seeing Zola at 36 training when everybody else has gone in...and the habits that these guys have got, the habits that the elite, and we are talking elite European stars have got is erm... is, is been a great role model and a great teaching for our younger element.

Q Discipline?

A And those, and discipline as well, and those who have been able to balance their team between the top youngsters and keep them very tight and disciplined like Fergie's been able to do, credit to him, you know you look at Giggs, you look at Scholesy you look at the two Nevilles" you see them mentioned anyway, just play every week and they wanna play like their life depends on it every week.

Q Like John O'Shea has come in and done well...

A Yeah, exactly, it just goes on and one, but there's very strong discipline but it can't it must have enhanced them as players by playing alongside the sort of United stars, the Schmeicels the you know the influence of the overseas players, that side of it is very, very positive.

Q Professionalism?

A Yeah. They tended to stay there then the length of time, its also created a change in our style of play, in the 80s the FA was very much the route 1, no question about that and when the FA guys went out into the market place that's what you were left with, you were left with pockets of FA ex coaches who felt that that was the way forward, and I think you look at the 70s the midfield players when I played against them, Ball, Kendall, Harvey, Souness, er Johnny Giles, Billy Bremner and so on and so on...

Q ...great footballers

A ...he's finding difficulty to find a in the 80s, late 80s early 90s to find midfield players who would take the ball and play.

Q Control and pass and take it on...

A ...exactly ,cos what it became was winning the second ball you know, winning the second ball what the fuck was that? That was a comment, which had no meaning in the 70s, but suddenly it was this, this efficient way of playing so our game changed

Q Thanks to Chelsea who...

A ...no and then the only people, the only way you could stop that was at places like Liverpool where they had such quality players and playing from the back and they had the belief, even though the crowd didn't like it at Liverpool, you had to

educate the crowd but they did and the problem is at times now is Liverpool play that patient game all the time...and its hard unless you have got your top players and your strategy and your tactics are spot on. So for me in that 70s there were a lot of great players and when the 80s no coincidence we won the European Championships, Forest won it twice, Liverpool 3 times, in 10 years, you go to the 80s our game changed as far as I was concerned. Our games changed the midfield players weren't being developed „cos you know something Gary Megson said to me, Sheffield Wednesday, he was blown out after three years

Q I remember him

A „Cos all he did was hit the ball to the front man when the ball bounces you've gotta win that bouncing ball, and your there so it was just that all the time. Foreign players had come in, games changed, and I think everything in life moves full circles you know whether it be fashion...

Q You're right yeah

A And when you now look at the way things, what they are doing, they are playing now, it would never ever have suited that way of playing. I played in Norwich City in 1980/81

Q With a beard!

A With a beard...

Q ...go on then...

A ...we bought a player in called Drasnar Musnic and he was a erm midfield player from Yugoslavia, 76 caps, now we brought him in midfield and it passed him by. He couldn't have survived, he didn't survive because it was just starting then to get that way, he would now have a better chance, its got quicker but he was always comfortable on the ball, give him a bit of space and he could play and he could take it from the back but it just was bypassing him and he never got a kick. I think what's happened is with the overseas players there is now a slower way of, when I say slow, there is a more patient way of playing.

Q More continental really?

A ...when you – more continental – when you get the ball they do drop deep to give themselves the space to play, they still follow the English way which is the best way, like Liverpool did, is that when they have got the ball you squeeze it up...

Q Yeah, yeah

A ...providing you have got pace at the back, you squeeze it up so you deny them the space, its simple stuff when you've got it you have the space but you've gotta be able to play to do that, and I think what the foreign influence has done is definitely brought that into our game. But what its done nicely is brought that and the competitiveness that our game has got which is far more physical than anything these guys are used to, don't worry about it, its far more physical and equally its relentless because our game we play 36 games our Premier players and we are talking Premier to start with, with 38 games and every game, whether it be Southampton on a Monday night in January its hard.

Q It's competitive

A It's hard for these guys who are used to playing three hard games in two months, a bit like Scotland, being unkind but Celtic I would play till I am 40 at Celtic „cos you've only got 8 games which are hard every season, the rest its either crap or a waste of time...so with regard to that that's been the mental capacity that that's been the biggest problem with foreign players is being able to cope with the physical and mental pressures that are placed on our players in the Premier league. I ain't convinced our Premier league at this moment is the best it's been. I am not

- convinced it is, I think that, I look around and I would give you 4 teams in the 70s which would absolutely nail the top 6 places in the premiership, I think Nottingham Forest would.
- Q Yeah, under Clough
- A ...with limited players, they would I think Liverpool would. I think Man Utd would, there was a time United had a poor side...
- Q ...they went down yeah.
- A ...but United, Leeds United were fantastic, how they never won anything „cos they could kick you but they could also play.
- Q Oh Johnny Giles and that?
- A fantastic player, I said to somebody the other day, who was it, John Bond said to me, my former manager, who was the best player you ever played against, I said him because he could score you 14 goals, 12 goals, 8 from outside of the box, he would have 200 touches and give 190 to his own team mates and they would be given. When every player on the ball has always more than one target to hit, you have only got one two or three targets generally or certainly two, he would always pick the right one.
- Q Brilliant
- A And that was the sign of a class player who was also the nastiest little shit.
- Q Oh what...
- A He never topped me but I seen him in action, he would have been sent off more times bless his heart and he's now hitting the high moral ground in the press! Unbelievable for a man
- Q Well he has gone full circle
- A So for me, that side its changed the game totally in as much as there is now, I tell you what has changed massively in the last 10 years, pitches. Pitches are fantastic but what Sky TV...see two things in the 70s about Sky Gold...I saw West Ham play at Charlton and Mike Bailey smashed into a player and he dead legged him and a it was in heavy mud and the guy got up, bounced up limping and I cringed when I saw the tackle cos I am looking for the referee for a yellow or possibly red card. The referee went, get up, the referee looked 70, he had sideboards down here, he never moved around the pitch, he was stuck in the middle, he said get up, the player kicked the ball away, the ref went „oi go and get it“, he went and got it brought it back and they kicked off and I am thinking, hang on a minute there is about 5 things in that which you could say were totally different to our game now... tackling, zero tolerance levels that referees use now, hopeless. Far more influence on FIFA now but what annoys me about FIFA like with Rio Ferdinand is that when it suits them they want the FA to deal with it. So when we are talking about agents and agents regulation, its up to the own associations to deal with it, when it comes to field discipline, when it comes to Rio Ferdinand, we are the guardians of the game by the way...they did allow Martin Keown to play for England at Turkey when he has got a violent conduct charge hanging over him but they wouldn't allow Rio Ferdinand to play who has done nothing more, at this moment, than pass a test for drugs 36 hours later and miss one...that's all he has done and yet somebody who has had violent conduct charge they would have played him. I think they are missing the point „cos its an emotive issue drugs you see and they think football is soft on drugs, drugs testing a fifth of all sports UK drugs testing programme takes place in soccer, but anyway. So on that just to sum up that's been the big, the big changes we have seen refereeing changes,



massively. Referees now are professional, they are fitter, they have not been given the opportunity to man manage in the last two years.

Q No they are bound too much aren't they?

A Anybody who sees the guy there you see what its all about but there are guys, our referees I think are top class given the opportunity but they haven't been and I think that will change. I think that that red and yellow cards ludicrous, I think that there are far, far too many, let em tackle, let em tackle, the players will dictate the parameters to work within, I think, and the referee should be there if those parameters go too wide and it becomes a free for all. I saw Everton v Newcastle, I am a referees assessor, I assessed that game and the referees performance, Rob Stiles, and I assessed Arsenal v Man Utd, one as well, those two within two weeks and the first one Rob Stiles, 10 cautions, 2 sending offs, three penalties, excuse me there wasn't a dirty tackle! Arsenal against Man Utd for 80 minutes nothing, but he allowed people to tackle as well, you have to have that in our game so the influence of the overseas players has been, particular with FIFA's input has been allow the creators to create. Well that's fine, I am all in favour of that, but keep your balance. Have a tolerance level which isn't zero, which lifts the level to a level whereby you can tackle but the referees allow, once it lifts to a level above... and Keith Hackett who I thought was the best referee...

Q Undoubtedly

A ...Keith Hackett says to me, a second yellow should be an orange and I know what he means but according to FIFA...

Q ...its gotta be red...

A ...exactly and that's ludicrous, so there will be changes, so I really think that side of it the defensive physical side is going out, has gone out of our game and is frustrating managers, I think that we will come back to a balance „cos I am a great believer in that you almost let the supply and demand, you almost let the balance of equilibrium and it will, you will move up that way, you will go too far, and there will be such a demand to go back down to...so I think its all right to let players create, but I'd have loved to see Duncan Edwards come in and sliding tackle, you have got to give defenders the belief that they can go and try and win it without fearing if they don't they will get cautioned, and that's what we haven't had and that's been like that for 12 months.

Q What about, I have to say one of the down sides. I agree with down sides one of the thing that Souness has been on to...I have talked to Souness and he said that er...I agree with him I have always thought this and you played the same when you played... but I think that trying to get a fellow pro sent off is a disgraceful foreign habit.

A Well let me tell you something now. Simulation, simulation is something which has always been in our regulations, rules and regs for referees simulation is diving, now its always been there but there was, even from Europe, „cos you look at Europe now and Europe has changed, they always said ah yeah but it happens there...you watch Europe, you watch the amount of cautions in Europe now that take place, they allow them more chances...

Q There are definitely less

A ...but the one thing that you will always get with, you have got to be very careful what you say, but certainly it is fair to say there has been an influx of overseas players and there has been an influx now and there has been more examples of diving. I would honestly say that I think, I think what influence has been, it has also been on our English players „cos I saw the game Everton v Newcastle and I

said to the referee, there were two instances there where English players made a fucking meal of it, excuse me fucking get up, now that's almost from the situation that they know how easy it is to get a yellow card. If I was playing against somebody and I want him to get a yellow card, one could do that, if you know that that wouldn't get a yellow card because yellow cards are only given for proper misdemeanours then that would have an effect. But it is fair to say that the, the ability to be able to caution for a simulation has always been there, there was a directive from FIFA at the start of last season, not this season to nail that because they felt it was creeping into, not only England, but right through and that was why then a load of English players were done, or a load of players in England, foreign or otherwise were done, yellow carded for diving. Now some of the players couldn't believe it because what typical FA they did, you go the other way, to get it enforced, you almost have to not give the player the benefit of the doubt so people like Marco Gabbiadini dives, he doesn't dive, he gets knocked over in a challenge in the box, he gets yellow carded, can't believe why, he complains to the referee and then gets sent off! And I am representing him at an FA hearing because he has had a pop at the referee...communication – lacking sadly, but certainly that influence has been poor. Secondly, there has been too many semi-skilled artisans who you can't pronounce the names and what that has done is, is that's prevented our young players having the opportunities to develop. You have also got the influence of the overseas coaches and managers bringing youngsters through into the scholarship programme, now we are here to develop our own not to develop French youngsters. If a French guy comes here and he can enhance our game, get him in, we will have Henri any day of the week, I don't want, I am not overwhelmed with a 16 year old coming in from France or wherever ,cos you know something there's one of our English players who may have...

Q You've gotta give them a job...

A ...yeah and don't say that every player at 16 you know is gonna make it cos I have seen players go that way and that way

Q I agree yeah

A So you can't make a decision you know it yourself. So for me we must, must...we are spending nearly 5 million pound...the PFA 17 ½ million on the scholarship programme and do you know something that's to ensure that our members, and our English players, our players are given the opportunity to come through, we will never ever knock the overseas players. DiCanio at our dispute was fantastic, Van Nistelrooy fantastic coming out saying excuse me we are not just fighting for us, we are fighting for the 50,000 former members who the PFA look after, they were so strong on that and Di Canio came out, they had a bloody poster campaign and he was bloody on it you know, he's got nothing, doesn't need to do that but he realises it because in every (288 inaudible) has been the same but I wouldn't apologise for saying I don't want French youngsters coming in. Let the French develop their own.

Q They have got Clairefontaine yeah

A Exactly because you know if Arsenal bring in five in, Chelsea bring 4 in, what happens, what's...Carlton Cole has had to go from Chelsea to Charlton to develop him...now I have got to tell you now, he was a beast last year, he looked as though he could be anything he wanted to be, fantastic up front, yet he has had to go the start of this year, away from Chelsea ,cos he knew he wasn't gonna get a game there. Now that can't be right you know. So that's the balance that concerns us, the fact that we have to develop our own otherwise it will impinge on the England

- team, and also you need, our game is based on a balance again, a balance between infinite technical skills of overseas, technical skills of our own but coupled with that a more of a desire determination...English bulldog spirit, that's always the characters there, doesn't mean to say you don't get some Italian who is as strong as fuck and determined cause but the one thing the English guy will always give you, you know just look at all the battles we have won...
- Q Oh we are envied for that...
- A ...in Division 1, you know World War 1 and World War 2, we will compete against anybody because we have got a desire and a belief.
- Q What about foreign coaches then, like ,cos one or two people I have spoke to, one or two of the subjects I have mentioned have blamed, I mean they have said well a good coach is a good coach a bad coach is a bad coach, a bit like what you are saying there is a good pro is a good pro, no matter what nationality. Similarly you don't want a bad pro in, but some people have levelled that accusation against the PFA, not the PFA the FA in terms of the coaching scheme and saying well Foreign coaches coming in now are not necessarily better than our coaches, they have got a bit of a name but hey they are also stopping our coaches coming through as well.
- A Well I don't know...I am not sure what the FA's influence is on allowing coaches into the country and coaching say at Aston Villa, I don't think the FA have got any clout on that. I would say in the professional game I think er its sexy, erm its like having your agent you know having that overseas coach, Venglos who was the guy who went to Aston Villa and...
- Q You're thinking of Venglos...?
- A Absolutely, it was hard to have success here. I think we have no you know the first thing I would say is look at the English team, why haven't you got an English coach on our national team? Now you have got to be open-minded and say well has he done a good job? I think the jury is out on him if you want the truth. I think he has done okay but I am not convinced that a coach in this country would have had any less impact, but I am not certainly criticising him. But it's a sad indictment that he doesn't get the job and that for me, when we have got coaches in my opinion every bit as good as Eriksson. We will support Eriksson of course we will because its our national team...but with all due respect, you know we have got so many players, 75% of every player who retires wants to stay in the game, there is only a limited number of positions and you know no matter what you say, no matter what we are talking about at the EC and its now such you know there's cross borders etc...if we have not got that necessary skill, get ,em in. You know you try and work in Australia if you can, if they have got a glut of workers in Australia, you will not get working in their industry, only if they need it...but my point of view I would say that certain coaches coming over from abroad must influence and must have influenced that way and some of it is good but equally we have got to be careful we don't get away from the English way because crosses into the box and certain styles of playing in the English way may be a bit more direct at times, is necessary, its got to be a balance between the two. What disturbs us is when our players have played for 10/12 years in our country, have got all the qualifications and can't get work, that's when we have to be very careful and we have to be to a certain extent protective, because it's a bit like bringing foreign players in they think they must be better when the stats have proved that ¾ of what we bring in really are poorer than what we have got and all they have done is taken the money and gone and half my disputes I have and...we are not protecting those lads coming in, ,cos there's foreign players coming in here and not playing, getting

- good money, and you wonder, you start to think about the influence of the agents and what they have done to bring a player in and who has benefited from it all and it might not always be because of the abilities of the individual. And then you end up having a dispute like we have got now with a certain player of a premier league club who came for 6 million who is on big money, who wants to play and he is in a foreign country, I don't think we have done him a disservice, he would have got that money in another country so we shouldn't have.
- Q Who is it?
- A Its Boban? You know the guy at Aston Villa, 6 million. They are making him run around a field on his own, so he is now looking to do constructive dismissal going to the court of law and all this and its like well maybe you shouldn't have come in the first place...but you've gotta look at maybe who brought him in...you've gotta look at the deal, you have gotta look at who got what and it might begin to advise you as to what was the catalyst for the move.
- Q Motorway services job again isn't it..?
- A So that's not right.
- Q Could you ever see a time when you've got to put like, you've got a similar criteria for bringing foreign players in, they have gotta play 75% of the games?
- A No
- Q Can you see one coming in for coaches?
- A Ah, no I think there would be a restraint of trade. The only reason that we can get away with that in place now is „cos it fits with Government. You know each country has a different work permit criteria but there has to be control of work forces which isn't indigenous in your country which has come from outside of Europe. Te big problem we also have now is that there's gonna be 24 countries associate members of Europe and as associate members they will have the same rights as Europeans...what we are doing is to protect our own and European workers who wanna work in England so I, I really can't see that because I don't think the government would have the power to do that, well if the government changed it fine, erm...but it would have to come at that level, political level.
- Q You mentioned there about, one of the reasons why I am looking at why Directors and Boards of Directors bring in foreign coaching staff...
- A Yeah
- Q You mentioned like the sexiness?
- A Yeah
- Q Like distinctiveness. I will give you another reason, example and see if you agree with this and then see what your thoughts are. Perhaps one of the reasons why they are attractive is because of the sexy image you have mentioned before but also the fact that they used to be Head Coach abroad as opposed to Manager and then it makes the Directors job easier to do all the transfer negotiations rather than the Manager. Now two of the most powerful ones, Houllier and Wenger they are known to run the club, like Sir Alex does, from top to bottom, they are involved in everything but a couple of the other ones, er, Vialli had no say and I am not sure if Ranieri will have that, do you think that's another reason why they are attractive to some clubs?
- A I really don't think that was the instigation for bringing foreign coaches in. I am not convinced that was...you could do that in England. I think that chairman have only started to worry about agents and monies changing round in the last two to three years maximum. I think when the foreign coaches started here was probably 10 years ago, I don't think anybody deemed agents a problem then, erm I think that

as it happens now I think there's far more of a more structured and er a structured way forward. I think they are far more careful in their, how you are gonna set up a club and I will get to give you an idea. I done all Harry Redknapp's contracts at West Ham. Harry has done a lot for the club, we all know the sort of rumours and accusations which are levelled at him, but West Ham despite all that realised that he was a guy who has wheeled and dealt very well for them and they like that and at the time 4/5 years ago he really had the total hand at it, er...and as far as he was concerned Harry did everything, whatever he wanted to do, Harry did. He brought his own first team coach in and him and Frank did the lot. He had a Chief Exec but Harry got involved to a certain extent in the negotiations, er five years down the road now that does not take place. The manager does not negotiate. Paul Aldridge the Chief Exec does everything, he reports to the board on it, the manager tells Paul. Now I think there's far more of that and I think that's just part of a better practice of running things because we have seen, 40 clubs I saw last year, all with problems financially, financial problems and there's major clubs over the last 4/5 years who have struggled going out of the premiership and now you see Leeds United, well I think that's the first Premiership club that's now insolvent...so I really think its more of a general best practice way to start with erm and I really am not sure, I think Wenger was brought in because he had a fantastic record with the youth in France, he was at...

Q Monaco?

A ...he was a top class coach and yeah I think it was more the man than the position, I would have thought so but having done what he has done it gave them the opportunity then to say well we can structure it in a way we feel that's right. And Rick Parry, with all his experience with the Premier League was then able to say well yeah I will do the contracts, you are now team manager who looks after everything and they think its worked, I am convinced, I am not convinced that that's the best way forward.

Q Well sometimes a player signs, sometimes a player will sign for a manager, I mean Dalglish persuaded...

A I agree

Q I would like him to be involved

A You also rely on with finances on a guy who is absolutely top class with Parry he has to be top class, he has to know, you know I know certain Chief Executives who give you money they are fucking easy to deal with you know.

Q A quick question now – are foreign managers squeaky clean then? Have you had any...?

A I have not had, there was rumours, there was rumours about the Fulham guy being an agent it does leave you open to abuse, he came in as an agent, to become the manager there was all sorts of what went on with certain contracts I have got to say I have never heard of anything of Gerard at all and any others to be fair.

Q Last couple of questions, you have been brilliant by the way. Well one last question is important for me anyway, „cos I think there mightn't be an answer I don't yet but I will let you have it in a sec. Is football on a learning curve?

A I think English football always has to be on a learning curve, always has to adjust to be ahead of the game. I think the big, the worst thing we ever did was win the 66 world cup because that made us so complacent and at the time, at that world cup we were nowhere near favourites, we were in a favourite position because it was in our country but we weren't playing well at the start you know we almost won it by default really, got better as the tournament went on...

Q Absolutely

A ...and I think sometimes in tournaments its how you peak and we will see the Rugby Union did that, so I do think that you have to totally, totally re-evaluate where you are going and I think its in doing that you will always, I say keep ahead of the game but there are things...its like coaching, if we keep to what our old full badge, we would have been 10 years behind what's going on out in Europe, now that can't be you've got to learn from people, you have got to go into Holland and see how they bring their youngsters because with that size of country look at the technically gifted players that come out of that country and always have done so you have got to learn you know from different regions and the one thing that cross border freedom has allowed is that countries like Australia have been over here and when you see there set up, any of those countries is that they can start with a fresh piece of paper because they have got nothing historically to hold them back, well we have haven't we. We are always, I think in certain ways you need to be because you don't change things if it works you know so but don't mend what's not broken and too often there's a need to change just because you feel that's what you have to do, so I think that we have to constantly re-evaluate and reassess where we are in all areas and all aspects, if you don't you will get left behind.

Q And the foreign coaches are helping that?

A Er, I don't think there's enough foreign coaches in England to suggest that they have made a big influence. I don't think there has, if you had of said to me there's been 30 foreign coaches and managers in here for the last 10 years, I think you would need that to sustain something. I think without any shadow of a doubt any influence has been on the quality of the foreign players who have come in. One of the more open minded of our coaches, David Moyes, 5/6 years ago rang me and said will you fund me in when they were playing in France in the world cup...will you fund me, I am gonna go there and we did, as one of our members, and he went, didn't go to the games, went to the training grounds and watched them, now that is the sort of response that we have had from our guys in the last 10 years so of course that has given him ideas way above what he had before...watching a French team coach and you know that sort of approach. So I think its been as much that I really think that you know I don't think that Liverpool are playing massively different style, they are playing successfully but I watched Liverpool 20 years ago they threw it out from the back, they give it to Hansen...

Q Brilliant!!!

**2.12 Interview with subject 12, 'Jimmy', Deepdale Ground on Wednesday 18<sup>th</sup>  
February 2004**

Q Erm well maybe I will start with the big one – there are a number of non-indigenous coaches operating at club level in Scotland, do you think they enhance the game in Scotland in anyway, I am thinking about people like Venglos, Wim Jansen, Dick Advocaat.

A Yeah, I know the ones you're thinking of course and er earlier we had one at Dundee United...

Q ...er Skovdahl?

A ...er he was Aberdeen

Q Yeah

A But we had er a laid back Yugoslav, er Trobac at Dundee United, he wasn't

Q Badiansic, no? Of course not...

A I can see him, because he had good mileage, Ivan Golac

Q Ivan Golac...did he play for Yugoslavia?

A Yeah

Q That's right yeah

A Right, so Ivan won the Scottish cup and Jim McClean who was a Manager at Dundee United had great difficulty, he couldn't win the cup and then Ivan had a different philosophy, he said to the players „just go for a walk, smell the flowers“ that was it, Jim used to train them and er shape them up and he just, and he relaxed and won the cup! But that was a one off Ivan Golac's...he wasn't hugely successful but there have been a number of er...Dave Scholar, Ivan Golac. I'm just going through them just now as mention, Wim Jansen I knew and Dick Advocaat I knew, and Joseph Venglos a gentleman you know super, I knew him. I would say to you that they brought different qualities some of them and, but in terms of I genuinely believe this, in terms of technical input they didn't add anything to the game. I didn't see anything in any of their teams, which was revolutionary, or which was even unusual, but we did see the contrasting. Take Ivan Golac was laid back, you know relaxed go for a walk lads, smell the flowers and then go and play and enjoy. He had this, he managed to relax the team and get good team spirit, erm Joseph Venglos was the ultimate perfect gentleman, courteous, polite er and in most cases that was er...

Q ...unusual?

A Ah it was unusual, but in most cases it was er reciprocated from the players, but there were there are and were players who mistake kindness for softness so Joseph suffered a little in that some of the players thought he was a bit soft because he was gentlemanly and kind. Wim Jansen I didn't know too well, er but he was er a steely type and determined in his methods.

Q Is he Dutch? He worked with...

A That explains that yes, but I am one of those guys that is very cynical of the Dutch because er I don't think the Dutch methods are any better than anywhere else and yet they've got a reputation and the reputation is again primarily through the Ajax contribution and the National Team contribution of the dog end of the game! Completely ...

Q Yeah the Rinus Michels...

A No Rinus Michel was magnificent, erm but tell me another Dutch manager that's emulated that... Van Gal went up and down with his various jobs, particularly at Barcelona, er whose the other one Rijkaard.

Q Frank Rijkaard yeah

A Frank Rijkaard, I've worked with him, a lovely guy a gentleman, perfect, great coach on the pitch, again he wasn't hugely successful in the professional management role. Er, the Dutch guy that came, the one thing that Advocaat did in Scotland was he brought a new meaning to the word discipline in Scotland. Scottish players are reasonably well disciplined, they like to be disciplined, but Advocaat was over the top with, for example we would turn up for breakfast or for a meal and they wouldn't start the meal until he gave the nod to the Captain and said „Bon Appetite“. They would not leave the table, until he, and they all left together and he, Captain said „we're finished“ and he would say OK we will leave but until he said „Bon Appetite“ nobody ate you know where normally a team goes in for breakfast and just goes and gets their cereals but Glasgow Rangers and they all had to, they were told the colour of top to wear and they had to wear it right? Advocaat brought a...it was not appreciated, greatly because it was over the top.

Q Iron fist...?

A Yes, aye it was iron fist all right and he bullied er that's the only way to describe it, he bullied his players, he is still doing it with the national team I think of Holland. I remember I experienced a game in 1993/4 when we played Holland in a friendly, it would be 94 just before we went to the USA er for the World Cup and we played them in Utrecht, the Scottish team and Dick Advocaat was the Manager and Bert Barling the assistant and they, they took Gullet off at half-time. He was running riot, he had a very good first half and er at the end of the game I said „why did you take Hullet off?“ and Bert said we didn't take him off, he walked off, he walked out on the team because er at half-time there was a disagreement.

Q Yeah

A And he left his tie hanging on the peg, that was his parting shot and he never went to the World Cup

Q No he didn't

A No, and that was a disagreement with you know Advocaat and it was all you know it was just not just during the game but it was festering during the practice sessions. They were in a training camp in Holland, and I think it was the, I think he rebelled, now you need to confirm this about the churlish treatment that he received, now the one thing where Advocaat, I'm saying this as long as its confidentially, where he let himself down was, it was obvious in the Rangers camp that he favoured the Dutch players, so much so that they even spoke in Dutch at times. Now that, one thing about foreign managers and foreign players in the dressing room, there should only be one language, in English and you shouldn't allow foreign players to speak even amongst each other in their language and if the Manager is Dutch...now there is a word and I don't know how to spell it but „Hudfaradoma“ that he kept saying to the Scottish players. He kept saying Hudfaradoma McCann, Hudfaradoma Ferguson, Hudfaradoma to McCoist who you know, but he never said it to the Dutch players, so when the Scottish players said „what's he saying?“ to the Dutch they wouldn't say until Billy Dodds went out for a meal with Van Bronkhorst and got a few drinks into Van Bronkhorst, he says what's this – he says well we don't swear much in Holland but it's the only swear word, it really mean's „oh for fuck's sake!“ you see...

Q So (inaudible talking together!!! 65)

A So that was erm Doddsy came and told us and that was a mistake telling me, because I told that to Knox who was working with me...

Q I've been out with Archie Knox

A Aye, well Archie and I got this Hudfaradoma now when we had the Scottish team and then all the Rangers boys if they did anything wrong we would say Hudfaradoma



you bastards and of course they would look over and smile because they knew what we were referring to. I got a job at the radio, it was television I had to do summarising and Rangers were playing Kaiserslauten, the commentator was John Helm of Yorkshire TV and I think it was for Channel 5, you know when Kaiserslauten were, I gave him all the information on the Rangers players and he says what about the Manager and I tell him this story about Hudfaradoma and he says I'm gonna use that in the commentary and I said Fuck off!!

Q No don't please!!

A Don't, he says aye that's a great one, and I said aye I don't care so five minutes from time the camera went onto Advocaat and it was 3-0 for Kaiserslauten and he says „well Craig, there's an un-happy man what do you think will be going through his head?“ and I says „well I don't think he will be too happy, I think he was hoping at least for an away goal and he says John says, „do you think the word Hudfaradoma“? And I says „I don't know any Dutch,“ you know on the commentary so he says oh I thought maybe the word Hudfaradoma was on the commentary he said so as soon as we put on the mobile phones, when we come off air Archie Knox and Walter comes on the phone, what was that fucking Hudfaradoma? So Advocaat brought discipline, there is no doubt that Rangers were very well disciplined off the field in particular and he was rigid with his system on the field too.

Q What did he play 4-4-2?

A Yeah, er no, he played 4-4-2 a lot but the Dutch house style is 3-4-3 and he tried to play 3-4-3 with Rangers as well er but I'm a bit cynical of the Dutch. Yeah they taught a football development programme of small-sided games I think which was great, but the Dutch are not any better you know. I took...that time in 94...I took some of our staff coaches over to see small-sided games in action and what have you and the lads say the first game they went to...the first public park they went to they saw an Under 10 game and it was 11 a side, and two parents fighting at the side and kids kicking each other and one get sent off, so this was the great Dutch model! You know and I always think this true, and I think the Ajax system was the most insensitive, er callous development system in the world because they took 16 players at each age group and each year they replaced 2 or 3 of them. Now they took them from all over Holland and beyond and so at the end of a year, you could have moved house and your parents could have moved house, with their help of course but when you move into Amsterdam and then they say you are finished, and they break the heart of so many boys.

Q Absolutely.

A Its so ruthless and er uncaring, insensitive

Q Is that the, isn't that the, they use TIPS model don't they...technique, intelligence and all that and they just take them away from home don't they?

A They do, they take them they take some, some of them they bring the parents, so the whole family is disrupted. So the Dutch coaches get this reputation, but I have not seen anything, that used to go on. Andy Roxburgh had to go and contribute on the Dutch A licence course and I was over once or twice and the coaches would come up and say thanks very much you know its always down to a club coach „cos we don't get, you know and I was doing simple routines and simple eh passing and possession things you know changing the boxes, play 9 in that box and 9 in that side the end of defence, so you play 9 against three and when they win it you put it in that box and they were going oh this is great...and another thing we heard which was a myth that you don't do a shooting exercise or a crossing and finishing without defenders in, make it realistic. Then I go and watch, went and watched Van Gaal coach at

Barcelona and they did nothing but passing, passing balls with no opposition, so you know, I'm going on and on here about...

Q No, it its great.

A I am actually cynical about the Dutch because, and why I say that is because I had the Scottish Under 21s and the National Team and the Youth teams and I cannot ever remember losing to a Dutch youth team or U21 team. And all games I played with the National team against them, we lost one and that was that one in Utrecht. But the last twice we played Holland they didn't score against us, we played them in Euro 96, it was 0-0 at Villa Park, we played them in a friendly before the last one, aye and we played them at Arnhem and it was 0-0 again, they couldn't score, because I found them easy, too predictable, and easy to defend against, because they played 2 wide, 1 through the middle, and one off the front, that's Bergkamp or somebody in there and then you've got two fast ones, you've Zendon on delivery and Overmars ...or somebody so its easy to...

Q You know what's coming don't you?

A Yeah, and I used to mark, I man for manned the two wide and man for manned the one off the front as I say and then have a free player. Now I never believed in having a leader or a sweeper at any other time but when you played Holland we always played man for man at the back a full-back, a centre back and a full-back and a central midfield player, you had 4 players man for man and it killed them and then we had a free player, who normally I play a back...zonal defence but not against them. We went man for man and they hated it. They did not like it, even Bergkamp whose a skilful player and we played against them and I put Stuart McCall on Bergkamp in Euro 96 you'd never see him, he just didn't like it, erm...

Q I mean he would track anything „cos he was at Everton Stuart McCall?

A Aye, Aye

Q He would track anything, he would go to the toilet with them at half time!

A Quite correct! Then Lambert did the job after Stuart McCall, but, so in Scotland being a bit cynical, the foreign coaches brought. Golac brought the smell of the flowers!!

Q Advocaat was the iron fist?

A Advocaat was the iron fist. Joseph Venglos was a gentleman and so knowledgeable and courteous, but they „mistaked“ him for softness. They tried to take the piss a week bit and Wim Jansen was uncommunicative, a wee bit like Advocaat, erm determined, erm but he won the championship in his only season er with Celtic.

Q Do you think they actually changed, you know you mentioned about your perceptions of them, I mean did they try to change the culture of the Club? You know you mentioned Advocaat...you know like no drinking and stuff did he try and bring a more professional attitude to...?

A Aye, he tried to ring changes, you know fruit after the game was it, in Rangers dressing room there was a tray of fruit after the game at each players place and he had to sit and eat it when he come in and no alcohol until they had consumed 2 litres of water. The ritual was the same at Chelsea, I should have mentioned that, „cos we had John Spencer at Chelsea, but wee Spenny told me that Gullet created chaos because on the away trips, when they went to Birmingham or Manchester they went by coach. He says by the time we were an hour on the coach we had about 5 beers and he said with Gullet over you it was worth it after the game so it was an effort by the Dutch to change the culture and whether it was successful or not...?

Q How did er, I mean you mentioned the other players that you have had experience of in Scotland and you mentioned the little things they did like the flower stuff, I liked

that one! But did they have, from the outside looking into their clubs and from your experience within the clubs did they have any real difficulties with the players?

A No, no – I think players are players and they knew, you know er I don't think there was a difficulty, I mean Hibs had Lazlo...it was the Danish coach [Skovdahl] at Aberdeen was very popular with the fans and the players, he was a nice guy, but I didn't see anything that he did that...I keep looking at the team and I say whats the Scottish doing what can we learn from, you know some of the International coaches you do learn from and...I used to commentate on Italian football, Seria A on a Sunday, I went with Joe Galvin to Italy on a Sunday sometimes and the other times I was in the studio doing the with Peter Backley, so therefore I was privileged „cos for two years I saw Seria A regularly and of all the coaches in the world the most pro-active are the Italians because they change the team consistently change their tactics they earn their money. Now you've got Alex Ferguson sends out his 4-4-2 and never changes it and relies upon them, but the Italian coach will send out a 4-4-2 and if its not working or the opposition nullify it he will change and then the other coach will change to combat him and then he will change so I think that the Italians these guys I think are the top coaches in Europe.

Q When you say that, I mean I know when I worked in the game myself, sometimes its difficult for players to actually change the system within a game, ask for different things, if the players could do that, that bears testament to like the fact that the work is done on the training ground?

A Yes, yes.

Q So it must have been good on the training ground...and they are better players?

A They are, I am sure they are...I mean the Italian players are very, very disciplined, but they, you can see that the coaches...

Q ...instil that into them?

A ...work very, very hard, then there's a coach at Chelsea, and you know he got just a... he doesn't just change his system he changes his team! Ranieri is good, he's a handful you know an Italian coach, but not one of the best in Italy from my experience going there, you know because these names that I've mentioned, the other thing that the Italians have I think in abundance, maybe more so than here, the Italian coaches tend to force them to develop team spirit, the National team in particular, as evidenced in the Euro championship in Brazil/Holland, I went to see that, and Dino Zoff was the manager, and that's another PhD thesis - „can a Goalkeeper be a manager?“

Q I worked with some...

A Aye, well, but what impressed me about Italy was I was over in Brussels and I don't, can't read Italian but you would see the big pink Gazzetta [del Sport]and there was a big outcry in this first came and it was er...that Del Piero was dropped and Totti was in and I mean all the Italians went out saying what's he doing, what's he doing? And I can't remember the game, I think it was Sweden they were playing but everyone, in the European and the World Cup, every players a sub, you know you've 11 subs, the same 11 subs as players so it's a big management operation that which never eases. So within 12 minutes Italy scored and the guy who scored the goal was Totti and you know the first guy out of the bench jumping in the air punching the air? Del Peiro... Del Piero yeah, Del Piero is god in Italy, and so I was doing in the commentary and at once I criticised him, deluge I'm telling you, the mail, don't dare, look at your own players before you criticise him and all that! Now, Dino Zoff dropped him and yet the dropped player showed an attitude, which was fantastic.

Q Absolutely brilliant.

- A He punched the air, now and also remember the final when they played France in Rotterdam and there was penalty kicks and the Italians all, the whole team...
- Q Huddled?
- A Huddled, and then the guy left the huddle to take the penalty and he came back into the huddle. The others in the France team, they just hung about.
- Q just sitting down yeah
- A Yeah – you know the whole bench came up to cheer but the first out was Del Peiro and I thought that was brilliant because he could have been a sulking substitute.
- Q Oh yes, well you get them don't you!
- A Because he's a superstar, so I'm digressing here...
- Q its good – I could listen to you all day
- A ...no but I like the Italians, eh but the most successful country at Club and International level the last two decades has been Germany and therefore we have got to look at how they train their coaches and who their coaches are and I think in Germany they are primarily German, there's (inaudible 196) and there's Hitzfeld whose won the European Cup with Dortmund and he's I think the top coach, with Berti [Vogts] the other German and Bonner, I don't I wouldn't ever like this to get to the press...
- Q It wont
- A ...but I don't think it benefited Scotland in any way, neither of them benefited the Scottish team, the players have learned nothing new from Berti, they have learned nothing new from David Bonner er they are obsessed with discipline and yet they are slack in many ways. You know if McFadden had missed the flight from Hong Kong when I was the manager, I'd have got sacked – he missed the flight from Hong Kong when Berti was the manager and Berti said oh they are young boys they are entitled to a mistake. Oh I'd have got fucked in the press with that?
- Q Oh they kill you journalists
- A Oh because I was...now you can use that if you like McFadden missed a flight, remember that?
- Q Yes I do, he's at Everton now...
- A Aye, and Berti made an excuse for him, I couldn't believe it.
- Q I've left players behind, on coaches, if you're not on the coach in 5 minutes , I've left them behind
- A The one thing about, you see the thing about the Germans, I went over to see a game in Germany when I was with Scotland and I knew Berti well, I like him, he's a pal but when the Scotland job was up, Gordon Strachan was available, Gordon was sacked from Coventry and he was available. I remember saying to the Chief Executive, I said he would be perfect for the job and he says oh he's just been sacked from Coventry that's not a good CV but I said the circumstances at Coventry ... I said they had no money.
- Q No money at all...
- A ...they couldn't buy a player and they had to sell this and sell that and the crowd were unfair to him, they had expectations at Coventry beyond so they wouldn't appoint him and he went to Southampton, went to the FA cup final and did well but they appointed Berti, thinking that foreign was better and my blunt forthright opinion is that foreign is not better, we can learn something from foreign managers, we can go abroad and see how they work, we can invite them here to talk to and to demonstrate but there's not been one that I've known that's come to work in Scotland, and I can't talk about England, erm Vialli, Gerard Houllier...
- Q I will do that in a minute

- A Well, Gerard won 5 trophies didn't he you know but... I don't know how much of it that was going to happen anyway and how much of it was his input and then Jack Filozi [???] that worked with him, er... Gary McCallister said a mere fool... you know but Patrice, the fitness coach at Liverpool, so they had a very good fitness coach and Gerard knows the game but you know I'm not er seduced by Gerard Houllier, he is one of the few left in the Premiership that's er that's foreign.
- Q You've got erm Christian Diamano, he used to be at Fulham, there...
- A ...aye he got...
- Q „cos as soon as Tigana left he took him.
- A Yes he seemed to be knowledgeable Tigana was another one that wasn't hugely popular or successful. So, you asked me about form in Scotland, the recent ones I've mentioned eh and then that Brazilian came to Livingston and did na last two months
- Q Who was that?
- A I don't know who he was
- Q I will check that [Roberto Landi]
- A But they got a Brazilian coach
- Q „Cos it tells you on the Sky things doesn't it sometimes...
- A ...yeah, I'm not sure if it tells you cos he only came...
- Q ...from „75 onwards in the Premier
- A Yes but after the season started, he came as the coach not as the manager and he was gonna make Livingston a bloody Brazilian team you know! David Hay was the manager there
- Q Celtic player?
- A Yeah, erm what else in Scotland, I've been through all the Clubs
- Q You've actually talked well, you know you're a different class
- A Give me your next question!
- Q No that's fine! You've actually touched on this now, I mean you've got experience of working abroad and I haven't, I mean I've done full badge courses here but what qualifications do you think the foreign coaches have that make them technically, tactically and managerially better suited than indigenous coaches?
- A Well the first criteria is that the course is more demanding and more arduous in Italy and in Germany and in France, I don't know anywhere else – and in Holland. Your six months full-time on the course in Germany
- Q Six months?
- A ...mm, you've to go to University, you know they have to, yeah, you know the last part of the qualification a licence qualification is full time so it's a rigorous course in each of these countries, more rigorous than in England or Scotland, so therefore you, and they've had, in many of these countries the criterion that you must be qualified to work, now that's not been the case here.
- Q No there was fury over Eddie Gray at Leeds at the moment...
- A That's right, correct, well so, that wouldn't happen in the top European countries, you have to be qualified
- Q Wasn't there one were Cruyff was National Manager and he wasn't qualified and they appointed someone along side him?
- A Yes
- Q I think it might have Frank Reijkaard or something like that...
- A ...who was qualified aye... and a lot, you see the top players in England wouldn't go on an FA course, I mean Howard was moaning about that, he said how do you get the top players to come? And I said because we make the coaching course a social event and at the beginning Andy Roxburgh made it free and for the top managers so he go

Alex Ferguson, he got Jim McClean, er and Eddie Turnbull and these guys who were top managers at the time and they were invited along and then eventually they became the staff. So Alex was on the staff in Scotland, so was er, what they tried to do Alex, Smith and guys, they tried to get managers of top clubs, now when you look at the staff of England the Brian Robsons and the Kevin Keegans of the world, they looked and they said we've nothing to learn here, we are not going. Now Howard tried to change that, but he marvelled at the fact that we went to lads and it was a social event for a fortnight, every night they went to the pub, and they had a really good time and they went for a sail on a boat one day and but there was a good football input and Andy brought the best foreign input to speak to them and to attract them. So we had Capello. I was a manager and I played, he came to my semi-pro team one night. I was working with him, he came in the Italian red scarf with a long ponytail and he gave off, he had just finished playing Capello. He was juggling the ball and he kicked one up at, I will remember it forever more, it's the first time I've ever seen it, he kicked it up as high as he could and he caught it slow dead on the back of his neck, so of course our boys were going „who is this?“ and it was Capello when he was hardly known. Now Andy Roxburgh invited these guys to come and the best I've heard without doubt, at any time anywhere is er Carlos Roberto Ferrero, and I have got his lecture if you want it on video, er if I can get a copy of that, its called „my way“.

Q Yeah

A It's a fantastic lecture. Now I've heard him a few times and I've seen him and he's now back, I saw him on the TV just now, he's a super guy. He went, he managed, he left Brazil, he managed Metrostars but they didn't do too well, he managed the club side in Rio erm Flamengo did nay do too well and he managed Valencia and did nay do too well but he is back managing Brazil. I mean he won the world cup in 94 and Brazil hadn't won the world cup for 20 years and they re-appointed him and what he brought to Brazil was discipline off the ball - so what you do whenever you get the ball, his lecturers are fabulous.

Q I would like a copy of that.

A I will get you it.

Q I was on a youth tour once in France, erm we played Groningen in the final one of the big tournaments me and the players and you know you have a couple of hours in between games, stuff like that and I watched television, all in French obviously but there is a footballer talking about the fact that there was a Brazilian method in training and I was like amazed how hard they worked, how physical it was, you tend to think its all ball work, ball work don't you?

A You think that - I was in Brazil watching too, I went to the Zico soccer Academy and it was just like er other side of the world there.

Q Yes, lets talk about down side, you mentioned the down sides erm they have to be qualified, what's the knock on effect on Scottish coaches then and young Scottish coaches?

A What? The downside?

Q Yeah, - if they can't get jobs „cos these people are in the way

A Well there was a resentment you know when the top two clubs in Glasgow were managed by Foreigners, but that's changed, you know we don't count Mark Ray as a foreigner and certainly Ali McLeish is not a foreigner, so its changed now and it is light at the end of the tunnel for the young Scottish coaches. They see potential and also they see potential in England because some of the young managers have come down here and done well, the likes of Paul Sturrock, at Plymouth, Neil Cooper at Hartlepool and Mark McGee has moved but he is now at Brighton and of course there

was Strachan and there's Moyes and there was Souness and Ferguson and Colin Calderbank so I think coaches in Scotland can see there's potential in their own country and for work in England, the English are not adverse to appointing a Scot down here so.

Q Most of, even at Liverpool, I was at Liverpool when I was a kid, only as a schoolboy, and there was always, Scottish people - they liked Scottish voices around the place, you know in the team as well as around. Go back, in terms of England, I mean there's three or four very successful foreign managers working in England, now I know you work outside the Premiership but what do you think has brought those success, the likes of Houllier, the likes of Wenger – what's made them successful?

A I think, I am a bit cynical here, I mean I think...

Q N, please do.

A I think anybody getting at Liverpool would struggle with the job that Houllier got... with respect, could have you know er the infrastructure at Liverpool, with Carragher at Liverpool, the Steve Highway set up the whole thing, I think it didn't need to be a foreign coach to get the success that Houllier got and I've got to say at Arsenal too. The big difference is that Wenger has managed to attract top premiership players and that is not to do with his team shape and organisation, tactics or anything, I think it is the fact that he has attracted tip top players and er now...

Q They believe in these menus, they have the menus don't they?

A Aye

Q After 15 mins, 15 2 on 2 or 4 on 4 possession stuff that's it, stop and they like doing that.

A Aye they are disciplined in their repetitive type of training but I've been at a number of courses at Clairefontaine and transfer but what I do like in the national set up they had Aime Jacquet and then his assistant Roger Lemerre and they both won the world cup. Well Jacquet won the world cup

Q Haven't they just done the African nations as well?

A Yes, aye they've just won that Roger and Aime's won that which is...

Q Tunisia?

A Tunisia. Fantastic, so they must be, it must just be more than good fortune

Q Absolutely

A And I'm not saying its totally good fortune that Houllier arrived at the right time, he did sign some useful guys initially but some were quite a lot of money...

Q Some of his buys were...

A Aye! Erm but I like Houllier he is a nice guy and er good in football, I don't know Wenger at all. He is the only the one Premiership manager I don't know.

Q Very isolated, insulated man as well.

A I know the rest of them.

Q Yeah

A and of course there is Ranieri, oh I don't know Ranieri either but everybody else you know I know the Curbishley's and the David O'Leary and all these guys, even Eddie Gray whose er...

Q What a great player. Do you think they have actually changed English football at all those two? Well I mean Ranieri as well cos they brought in things like we've never heard before cos I remember Liverpool won the league one year with 14 players! And now we are talking about squad rotation, scientific analysis, prozone that sort of stuff.

A Well I was at Dundee in 1962 we won the Scottish league with 15 players, but there were no subs in those days, you know you did naye get on as a substitute player, eh

**Interruption** – stadium manager give keys for „Jimmy“ to lock up!!!

Q Am I keeping you?

A No, no no, erm...

Q They've got squad rotation as I said and technological support which...

A Aye well a lot more of that than you know than the Scottish, and the physio then says we will do injury prevention – we've had more fuckin' injuries this season now you know, so I think there's a place for the technological stuff and the analysis.

Q Psychological no... you're not really a fan of that..

A No! I'm not

Q like Bill Beswick at Middlesborough for example

A No, I've heard of him and I think he's very good but eh he's eh when you've seen one acropolis you've seen the lot you know, er we've tried one psychologist - I think there's I think why because players are suspicious of people who are not from the game

Q Yeah, yeah

A So, I mean Moyes' here brought in the guy from Scotland, I'm trying to remember his name, Mr. Motivator he was called and the players were all switched off, I can't think of his name but he's a wee guy from Scotland and Kevin Keegan used him too with the England squad, erm we have, Andy Roxburgh used to bring or did bring psychologists and er sports experts to talk to the players or to get into their heads, I think maybe when an individual who requires some help.

Q Some sort of support yeah

A Yeah but you see if , I mean originally here he's probably known as a counsellor or a chaplain you know and he's great you can throw a problem to say you know to a player and say this is a Chaplain you know the cloth has a bit of an impact so he can help but the psychology thing. I think the manager's got to do the psychologist and the coach and not an outsider so the people that should be going for the psychology instruction should be the staff and then they can have the insight to do the job.

Q I agree with that

A It was Jim McClean brought one to Dundee United. I will tell you here was a cracking story the manager had - and he says everything here is confidential you know, and of course one of the players was having an affair with the neighbour and he told the psychologist , so you know saying that David Bolan you know he played at Coventry, Jim the Manager was going through them and he says well Bolan's got a wee problem with his wife and of course wee Jim says „oh fuckin Bolan, I knew there was something up!“ so two Saturday's later – you can imagine can't you, you, you bastard, if you weren't...so the trust had gone!

Q Absolutely yeah

A I brought good speakers and good psychologists because to talk to the coaches, not to the players and one was a female called Hilary Iowen who wrote a book called „creating top flight teams“ and I thought she was top of the books, it's a good book to get, „creating top flight teams – Hilary Iowen . She's Welsh as she told me when I called her English! I got told off – „creating top flight teams“ and it's a book, you know I bought it, you know that its not a book...

Q ...its not management?

A Its not a sports team, it's a top flight team was the red arrows display team, now it was brilliant to read it because it's the same...

Q ...principles?



- A Aye, its it's the synergy of a team, group dynamics and what „cos its pilots and you know when they fly there's a debriefing, but its not the way they do it in football, they do it with each other and its like you can slag the other pilot for...
- Q ...going too close and all that?
- A Aye and the other thing the selection of the team is done by the peer group, not by the Manager, not by the leader, its quite a fascinating study.
- Q Yeah
- A I brought her up to talk to Scottish coaches, you know and they were impressed
- Q You know I mean I did a Masters and erm I did it on like on Education, I used to be a PE teacher and erm I mentioned something like that about a company in South America who decided who the boss was and how much he should get paid and it was good for a while but eventually it went bust
- A I think that book...
- Q I will catch that
- A She's very nice by the way.
- Q Why do you think I mean you talk a lot about football managers coming into the country but what do you think attracts, well two questions really! What do you think attracts coaches to England for a start...?
- A Two things
- Q Go on
- A The...outside of Italy, the money and two the competitiveness, the nature of the game
- Q The Premiership?
- A Aye
- Q And English football?
- A Aye, no, no not the way its played but the popularity and the infrastructure of the game, the, I mean I'm working in the first division here but I'm attracted by going to play when, I mean you're used to Internationals where your 60,000 but even here when you go to the West Bromwich's and West Ham, Sunderland and you get 25 – 30,000, that is an attraction to work within an environment where you are attracting that kind of interest. So the interest in football in England and Scotland is great and it's a kind of national sport and you can see how a foreigner would say „I would love to work in the Premiership“ with the players here you know, these top players
- Q How about the other way then? What do you think attracts the likes of Venables, Atkinson even Roxburgh and Vogts for example Houllier and Wenger, what attracts them to go outside their birth Nations to people like that, you know „cos if your going like English coaches going abroad?
- A The opportunity I think, you know what I mean, the ones that have gone – like Toshack, is living in you know...
- Q I met him in Northern Spain on a youth tour – great fella
- A Aye – well he's made a living in Spain
- Q Yeah
- A But some have gone like, you will maybe not remember Jock Wallis who was at Rangers and Leicester, went to Savilla, was the manager but he was, it didn't work cos he couldn't speak English never mind Spanish! Erm and Roy Hodgson went to Inter-Milan and it wasn't too successful but I think the challenge and I think again the, the lucrative nature of working seriously Bobby Robson is the one that is fantastic. I mean I saw him in Porto visited and watched him training, with his interpreter, fantastic Bobby, erm Venables too had players, one of my guys that went to play there Archibald...
- Q Steve Archibald yeah

A ...and he come back and I used to ask him what Venables did at Barcelona, but it was nothing different from what he did at Tottenham, but he did well, eh at club level, big clubs and the attraction is to pit your wits against the best in Spain, its like Beckham going to Real Madrid, why would he go?

Q I don't blame him

A No!

Q What about...

### **Interruption - Phone rings**

Q I've got a couple of questions left

A I'm sorry I go on and on...

Q No I could listen to you talk all night seriously, I love talking about football. Just a couple of little questions first – you talked about there being a few expatriates coaching national teams, you know should a Scot manage Scotland, should an Englishmen manage England?

A The answer is yes – that is my feeling.

Q Right.

A Because he knows the culture, he knows the mentality of the players and I think its an insult to English coaches that they have brought in Eriksson, you know I mean you have got guys in England, very, very good managers, er and they bring in a foreign manager, I think that's a slap in the face to very good guys working in England.

Q Do you think it was a bit fortuitous at the time because of Venables with all the messing around they had they thought it was the best thing ... do you think it was just the right time?

A Maybe he just happened to deliver it, you know in the last game I saw Eriksson he was Lazio coach and he lost 5-1 to Roma, and I saw this and I'm saying this is the manager that's coming to manage England! You know, maybe that was a one off but Capellos Roma beat him 5-1 erm and I don't think there was a need for you know they hunted Bobby Robson out after 8 years I mean and tried to get him back, you know your not gonna try and tell me that Bobby Robson couldn't do just now as well or better

Q I think you're right.

A And, and I mean take young Alan Curbishley and said there you are, you've done a great job at Charlton, do the same at England, I'm sure he could do it, but they bring in a foreigner and I think that Scotland looked South and saw Eriksson...

Q Knee jerk reaction?

A ...and said oh, that's where we are falling, but then if they had looked through at the whole of Europe, they would have only found one other. Now some of the small countries have got to say like Malta might have an Italian, they had anyway an Italian coach, but you are talking about the top 30 countries in Europe and there's only three.

Q Until you showed me that, - that was an amazing fact that

A Aye, it was amazing to me too! But think that's good material

Q Don't say yes or no! Will the foreign bubble burst? And if it does, what will we be left with? What will the British game or the English game be left with? If the foreign bubble does burst?

A I don't think it will burst, it will be a small puncture, they will just, they will gradually disappear because more and more, I think the trend in other occupations will be the opposite from football, I think that with the European Community and you know I've had work experience in these Eastern European countries, you know you will get Latvians and Estonians coming to work but I can't see them coming to manage a

football team. I think that it's a small puncture, and I think they will eventually disappear, not totally but there will be fewer.

Q How about the influx of players, foreign players, will that be the same do you think?

A I am not so sure about that because they are a cheap to alternative to bringing another player, I would like to think that were the case, but they definitely choke the system for our own players

Q I spoke to, I keep all my subjects, and what they say confidential, but I spoke to one person of a football related organisation who said that he really, really fears for the youth of England, particularly England because he is based in England because a lot of Clubs, like Wenger for example, bring in foreign youngsters and that is a very bad, a very worrying trend according to him.

A Seriously, there should be something against that, in Scotland Clubs get grants to help with development from the Football Association

Q That's good

A If I said to the, Chief Executive, shall we give them a grant to help develop Scottish players, I mean at one point Celtic brought six Argentinean youngsters over and er they were training at Celtic, didn't sign them but they were there, (inaudible 606) very young, I think its ok if it's a very good league player but to bring youngsters through the system, financed by Scottish football to go and play for another country.

Q Who might go and beat you one day...?

A Correct, they will come and do us, yeah.

Q I agree with that. Ok this is erm, I am probably writing a book as well on something and you can talk as long as you want on this one now. What does it take to be a „top manager?“

A I don't know! You know I look at top managers and say you know what have they got and you know the most successful is Alex Ferguson and he is the one I know best because I have been brought up with him and we played in the Scottish schools and youth together and er I've always been friendly with him. Therefore I know Alex so well and I look to see what he has got, probably you know I've got a lot of the same honours in football, you get manager of the month, and manager of the year and sports person this and coach of that you know you get all these awards and I get CBE and everything but maybe the highest award I have had is not one that you would see in your CV but when Scotland went to Mexico in the World Cup, Jock Stein had died and the appointed Alex as the Manager and Alex was the manager of Aberdeen and they needed someone to take the National team, you know probably the biggest, I was the manager of a semi-pro team called Clyde in the First Division

Q I know Clyde yeah.

A Aye well we were in the first division - and he asked me to come as the Coach to the National team, now he could have the pick of any coach in Scotland or beyond so when Alex Ferguson asks you to come and work with him, it tells you two things one that its an old pals act in football...

Q ...its an honour?

A Aye, aye no but yeah I do admit that, he wants somebody that he knows he can trust, and then he says to me „non of your fucking fancy training sessions just simple“, the best advice I ever got was international players don't want anything complicated – they don't want to be put in an embarrassing situation, now I used to do fancy rotation exercises, er with my club when I had cones out there off the M6, the training ground was full of cones and I had this exercise there that one and that one and that one and I tried this [shows movement patterns]...

Q ...try to get round each one without...

A ...yeah, to get them going and then I would try and dream up another one, and he said forget, nothing like that just simple, don't put them don't make them embarrassed, even with a complicated passing drill which I used to do but so you are saying to me I know Alex Ferguson so well because all through his playing career I was with him and his managerial career and your saying what does it take... and he's been the most successful and the attributes he's got are three: one is he's got a photographic memory, now when before videos come in he could rerun the game and you could go in at half time and without a video from the kick off to the last kick in the first half he's got it and he can say to em you were a disgrace, remember in that half you took a throw in and three years ago at that same part you took the same fucking through in and you threw it there and they scored from it because. You know he's magnificent so hes got a photographic memory for play and for game so then he will say we played England as a member of the youth team and he will tell you the game and all the other players.

Q How can he remember?

A Honestly, so he's got that, he's got...second thing is unbelievable determination and discipline, now er he's not what you would say a, he's not a hot shot coach, he's a field coach, you know how people do a session, Andy Roxburgh will do a session, and he will put on a session as they say now Fergie does nay put on a session, he will organise a training moment but he will not do a fancy session but in a word he will say to the boys what he wants and he will not tolerate anything than 100%. I mean when you see Manchester United train, erm, you see even Aberdeen during the warm up, he would watch the warm up from his car, while he was getting his boots on you know and he would still be on the phone and he would bring the car up to the side of the training ground and he would watch it, and then they would do the warm up on their own without anybody pissing around and then he would walk out and he would do the session. So what makes a good manager is erm well Alex has got a photographic memory, real determination, game knowledge, game awareness and he handles the situation fairly and fearlessly. Er, he doesn't shirk any issue with any player, you know when he went there at first he told me there's 5 bastards I have to deal with you know it took him 3 or 4 years to get rid of Ince, Whiteside, McGrath, Sharp and (inaudible 661) but he admits it, he had to get rid of 5 players. I mean they were all contracted they were all good players, you cannot replace them overnight but you could be sure that one by one the bastards would go and he would get the ones he wanted and the other thing he has got is a terrific eye for a player, he doesn't make expensive mistakes in the transfer, when he was at Aberdeen, he took on Celtic, Rangers, won the Cup Winners Cup, beat Real Madrid in the final.

Q That was in - was that in Denmark was it?

A ...in er...

Q Copenhagen?

A Copenhagen, and he never, not one of these players cost him more than £100,000, Strachan was £90,000 er and he had Eric Black who was a young...

Q ... he came through the ranks.

A Neil Cooper came through, McCoist and Miller – he brought them up from Glasgow into the youth set-up so his eye, he will tell you in 10 minutes whether a guy is gonna be a player so what makes a good manager is a combination of, hiring and firing is the big job now – getting the right players, tactically Alex is spot on...erm discipline, motivation come together and you know he motivated them through destitution and persecution complex, they are out to get us, the Scottish Press, the Rangers mob, the Celtic mob, the Scottish Press, the rest of Scotland, the referees a bastard, yet you

work on that premise guys and they hate them but he's got the whole team er persecuted feeling persecuted and as long as you persecuted you say „I'll fucking show them“

Q Oh yeah, yeah I mean they gelled together, its...

A ...that's right – so, he always manages to gel a team and it can be well at Manchester United its not persecution, I think its choosing the right guy , he vets them very carefully and also through er the motivation of being in the team and they wanna be in the team. And the status...so you use these factors from motivation very well, the probably the best in Scotland he used was no-body likes us they all hate us, we'll fucking show them! So, he's a good man manager, his good knowledge, good memory, see players respect...

Q ...oh I think players, players know – players like to know their place sometimes as well and they know he's not gonna miss a trick

A That's right. Correct, he's written the dodge book himself.

Q Yeah, I've got one book its written by Michael Crick, „The Boss“ its called

A Crick, aye Michael Crick. Well Crick's he's nasty, he's out to get him

Q Yeah I think your right

A „Cos he phoned me, „cos I could put Alex in an electric chair you know – well I could, see these guys these guys that are after him just now, I mean I could get a fortune for giving them information, you know he got the sack at St. Mirren and I know why...but if they knew why they would love it „cos they would use it against him, they would bring it up so, but he's a friend you know...I can't believe that they haven't come away with it. Why did he get the sack from St. Mirren, „cos it would put them in jail.

Q I will leave that quickly then! - Er that's brilliant that, can I ask you, I mean I'm keeping you longer than I thought, I've got a student whose doing, I'm supervising a student who is doing a dissertation and he is looking at the media in football and he has asked me can I if time allows can I ask you a couple of little questions?

A Yeah

Q Just answer them shortly... Er he wants to know how much power does the press have in football?

A Enormous! They do have a huge amount of influence, you can't ever beat them, you shouldn't ever take them on, but again they mistake kindness for softness too, if you are soft and weak they will grind you into the ground so there is a fine line of co-operation against hostility. You know you want to tell em to fuck off, you know they are very unfair. I will give you an example. I am down in England here and my colleague Billy Davies he says, I think a lot of them are out to get you because your from Scotland, well I don't accept that, but Billy is sure, „some referees are out to get you „, but the press are out to get you to keep you down, you know and I will give you an example. A year ago, Celtic played Blackburn in the UEFA Cup and Blackburn went up at Celtic and played them off the park and got nothing it was 0-0, so they come back down to Blackburn and I'm getting interviewed by the local paper boy from Blackburn and he says „how do you think the game will go?“ and I said, the first comment he said to me, this is the English press, there is a wee conference, he said how do you think the game will go at Blackburn, how will Celtic go and, and this is exactly what I said, I said „well you know they played very well up there it's a pity for Blackburn that they didn't get an away goal“. You know they missed out one word in that sentence and I became headlines in Scotland a traitor. I said „it's a pity for Blackburn they didn't get an away goal, they missed out the word for“ they said

„Brown said it’s a pity Blackburn didn’t get an away goal“, he’s gone to England and he’s now a traitor.

Q Oh for god’s sake

A Aye, so you’re your student you could give him that example, of how one word in a sentence can make you a traitor, now the Daily Record headline was „Traitor Brown - months ago he was in charge of our national team and you know all the nation was behind him and he appreciated everyone’s support and so, but now you know he’s had two offers of England and he’s turned his back on us because he’s hoping Blackburn beat Celtic and he said it’s a pity Blackburn didn’t get an away goal. Now, there is no doubt what I said, It’s a pity for Blackburn that they didn’t get an away goal, cos they’ve got no chance, for Celtic will score I said Celtic will score at Ewood Park, and another wee thing too you know, tactically in football, I was sitting with Alex at the game, Alex Ferguson and of course we’re supporting Celtic cos we’re Scottish, and Alex and Souness aren’t exactly the best... so we are watching the game and Celtic are two up I think, no one up one up, and er it’s a corner for Celtic and I’m looking and whenever it’s a corner kick I bring everyone back to defend it and leave no-one up and Alex was the same at Manchester United, everybody back and we’re looking and Souness, rightly I suppose thinking we are behind here, left three up, right so Celtic, Alex turned to me and says they’ve left three up you know, Celtic just left three at the back, no spare players they went man for man, and Alex leant to me and he said I’ll tell you something here, Celtic will score off this corner and he says I’m telling you they are one up and they have got a corner kick, I bet you they score, I says why are you saying that, he says there’s too much empty space in that box – Crainey flicked one in and too late, game over.

Q He had already gone past his marker

A Aye and into the goal 2-0, that was it. But seriously you know why was I telling that story, it was just as a game but its another aspect of coaching, you see when I’m out here at Preston, I bring everyone back and I here them shout get somebody up and even the local paper, why did you not leave anyone up? I says have you looked at England, have you looked at Eriksson when there was a corner? But they think because maybe the previous manager or their perception is you’ve got to have a counter attack for a corner, I say no, the first priority is to defend the corner! Anyway, eh and you can still counter attack, as Manchester United used to do brilliantly, Schmeichel would do that, and Giggs would come to the edge of the box right and he would throw it and Giggs is away!

Q Forest did that all the time – Forest

A Aye...

Q That was Cloughie’s - a fast break game

A Yeah and it was it was a right hand, Roberts on the left so he couldn’t have done but it was a right hand

Q Franz Carr, he played there, Franz Carr a little dark lad...

A Aye

Q He played there as well.

A Anyway, the media can make or break you, they - I had six and half years of wonderful coverage in Scotland, I had 8 ½ years in the Scottish job and then I lost the play-off to England and they started then and then we failed to qualify, we only lost 1 game out of 10 but we failed to qualify for the World Cup and they were saying ah he’s past it, he’s had enough and there’s no young players, and it was a load of shite but so they started rumbling. Well I had been 8 ½ years anyway and I had to start the campaign, but you know they would have had their way if I’d stayed on, „cos the

SFA offered me to stay on and I thought yeah I could say on, get signing that deal, it was another two year deal but these guys had decided they had heard me so often they wanted another face, so I clocked that and I thought I'm getting out of here!

Q I don't blame you. Has the reporting style changed do you think, cos at one time it was just match reports

A That's right, it was factual and it was what happened in whichever minute, now its eh all the intrigue, yes that's right its intriguing you know and they invent a transfer target and they don't phone you and ask you because if you say no, the story's burst, they run the story and then the next day you say no and they have another story! Souness denied it was the other way are you going to pick Graham Smith? Er, no, never even thought of him he's hopeless... Oh so they don't phone me they say that I know that an insider...

Q A source from inside the club!!

A Yeah, an insider has revealed he is going to pick Graham Smith for Scotland, right and then the next day, I am at a press conference and I say that's not true, so they've got two days copy!

Q When I left Everton – cos we all got the bullet when Howard come back – all the staff went and erm a fella called Martin Leach his name was - „News of the World“ - and he phoned me the next day and I was just, cos at the time not to sound conceited I was working with the youth team and all the kids left, all the scousers left there was a thing in the local press saying „Graham shouldn't have got the bullet“ and all that and this Martin Leach phoned me and said „do you want to get anything off your chest“ and I said „No – not to you“. I could have, like you said before, I could have sent some people down, but wouldn't do it. Last question then – I mean it's a generalisation, is there a difference between local and national journalists?

A Yeah – local journalists need you, so he's got to be more, often you can use him, you never chase a local journalist. You know when I say to him it's a lazy bastard, its not just me that's saying it, the local guy has got to be, I think there has got to be mutual trust. Moyesey fell out with the local guys before he left here, you know quite badly, so the guy was out to persecute him, whatever he did was wrong, you cannot beat them.

Q Scary isn't it...

A But if you give in to them and if your too soft they will still break you, so you are as well holding your ground honestly and fairly... I write a full page every week for the local paper here for nothing, it's a quick write

Q Do you enjoy it?

A I do, I take three topics every week and do a whole page for them, I don't get any favours for it! There's a mailbag right in there you know his tactics are shite, his team selection was, you know, you would have thought that because I'm one of them they would keep the crap letters out but they don't they just they put them in!

Q Most people feel like saying that because I spoke to a block called Matt D'Arcy of the Sun, I just call him Scoop because I knew him from when I was at Everton and he said the first advice as a journalist is like win the trust of the manager but never betray that trust. That doesn't happen now does it?

A No, the old timers want the truth first, and you can tell them and they won't use it against themselves but you know that it could be the next story

Q What about the nationals? Are they a bit more aggressive?

A Well the nationals are aye, aggressive, vivacious appetite for information, that, that's at international level but at club level the nationals never bother me, which is good for me personally, they tell me there is 32 teams so its great for me so I do a half an hour

a week, aye, its fantastic, you know it used to be every day, every afternoon, I would have a press conference and then I would have a press conference every week, I spent more time in the press room than with the players

Q I bet you did?

A And even when you are away in the world cup in the European Championship, you would have the players for 2 hours in the morning and you would have the press for 3 hours in the afternoon! Everyday, I'm telling you...

Q ...that's ridiculous...

A „Cos they wanted, daily's evenings, Sundays, foreign and radio, TV and not just one separate TV, Sky, ITV, BBC, so you would do the same story 8 times, it takes you all afternoon in the World Cup. When I see Eriksson sitting there, I think thank Fuck its not me now cos that's the one thing I don't miss at all, and then you worry sometimes cos you know you've said something, how are they going to record it, you don't mean this but they could twist it .

Q We had a great one at Everton where erm we had a player called Billy Wright went to Blackburn, quite a big lad, and Howard as, he used his local press to get into him and say he was overweight, struggling with his weight and all that so Howard just said look you know we are really pleased, he's doing well and all that, anyway, it should have read „Billy Wright passes a fitness test“ now whether it was a Freudian slip or whether it was on purpose no-one ever knows but the headline appeared the next day, „Billy Wright pisses fatness test“ and....

A But you know I've got plenty but you know I got lavish praise for all that time for 6 ½ years, I couldn't do anything wrong, the director was saying you know I'm gonna have Craig Brown's babies and he's a wonderful guy and you know he's successful with the team...

Q ...you are good with the press though, cos I've heard you talk on the Television and...

A ...no matter how good you are with the press, they will still do you.

Q Oh yes. Craig that was....so enjoyable. Can I keep in touch?

A No problem...let me know how it goes.



**2.13 Interview with subject 13, 'Alex' Childwall Fiveways Pub 12pm Sunday 4<sup>th</sup> April 2004**

Q OK, probably like yourself, I do an awful lot of reading on football, I really do I mean cos I love the game anyway and I am mindful of a comment that Ancellotti made, which I think has been backed up by Fabio Capello as well, and he said that, he claimed that foreign coaches will actually help the English game. What is your perception on that?

A Erm, probably true, complex issue though because I'm not sure all foreign coaches, I'm not sure coaches will be successful in England because they are foreign, I mean that's obviously clear, in fact before, the ones that became successful, became successful we have had a number of recent conversions...

Q Venglos?

A ...and established coaches who were patently unsuccessful

Q Christian Gross as well

A The Gross" and the Venglos", foreign coaches who were well established abroad but couldn't succeed here, er, high profile players who were argued to be likely to be successful managers or coaches... Vialli, Gullet, Gullet particularly disastrous as a coach and a manager because of his particular characteristics. So it's a sweeping generalisation to make I think if what they mean by that is that er there are things that the British game could learn from the continental game and the game beyond the continent. Then I think that is certainly true and the English game was locked into a way of thinking about the game and the way of organising and presenting itself which was having a detrimental effect on the game, the game needed to open up it needed to er to draw on influences from other countries and good foreign coaches could do that...could bring in ways of thinking about the game which the English game at that time simply was unwilling to contemplate. So, in general terms yes but its too sweeping a generalisation to say „if its foreign its good“.

Q Absolutely! Cos I mean one of the things that I'm arguing really is that 1953 was a pinnacle moment when the Hungarians first came and tore the back out of England, I mean I am just mindful of that picture of Puskas dragging that ball back and Billy Wright having to pay to get back into Wembley again and I thought that typified arrogance because they thought it was a one off, it was a blip, the continental style, it was a style of play obviously not management, and then people forget that six months later we went to Budapest and got beat 7-1 and I think there is a certain arrogance amongst the English people that we invented the game, therefore we are the best.

A Although, there is that, of course, there is that chauvinism about the English game, which is tied up to a whole collection of things to do with perceptions of the technical side of the game, with ideas about masculinity certainly, which for me is central to this whole debate. I wouldn't, you know I wouldn't focus solely on 1953 because actually the English game had been in decline, certainly back to the 1930's, but what was happening was that English game was in denial about the ways in which other countries were rising and were technically even then obviously much more proficient. I mean if an Austrian in the 1930's had a game that was easily as proficient technically as the English game, and my view of this is that actually this, this fall from grace if you like in the English game was already started at least 20 years before the 1953 game. The 1953 game was a kind of pivotal moment, only because it revealed to the wider public, because the FA and other bodies had been quite successful at kind of denying the way in which the

English game had fallen behind, because remember England had lost to the United States in the World Cup in 1950, remember that England only played in the World Cup for the first time in 1950.

Q We thought we were too good didn't we?

A So, well England were, yeah, but I think it was more than that. I think England were consciously or not defending themselves or protecting themselves from being tested against these major world powers now, the Uruguayans, the Brazilians, particularly the Italians and the Austrians.

Q Did you quote it in your book as it equalling isolationism or have I heard that somewhere else?

A Well I mean lots of people have called it isolationism but I think that's a good way of describing it. I think it was, you know the isolationism goes right back to the early years of the century when England first refused to join FIFA and when they insisted that they be on the laws board er and the English have always had this, it's a blight really, its in part not our fault, it's a struggle when you originate the formal codes of the game, I think it probably is a struggle to allow other cultures and other countries to then say well we need to develop this as a world game, we need a world body to do this. Its not surprising given the history of the British, and given the fact that for pretty much 30 years at the start of the professional game one talked about international football, one talked about England, Ireland, Scotland and Wales, you know they have been playing for a very long time before international football developed elsewhere, so its kind of a blight you know its kind of a penalty for being the country that developed the game and exported the game...

Q ...a penalty???

A ...that you also see yourself in this way, you see yourself as a nation that finds it difficult to learn from other countries, you know our most successful manager er of the national team Sir Alf Ramsey said very famously you know there is nothing England can learn from Brazil and that's not an accident, that's not a kind of personal particularity that's something to do with the culture that's something to do with the way the game was developed in this country its also something to do, its definitely something to do with class too...Its to do with the very peculiar and interesting roots of the English game, which means that we in this country have both a football association and a football league which is very unusual you know in most other countries the governing body is a single body. The reason why that's important and interesting is, and again you need to go right back to the history of the origins of the game here, is that although there have been the split in the 19<sup>th</sup> century between the handling code and the kicking code, between effectively what became Rugby Union and then Rugby League and football so the kind of class division in sport in England was very strong at the beginning. Nevertheless, the kind of remnants of the old public school code were made in the football association the governing body of the game, which was southern based which was public school based which had fair play and the, the values of amateurism at the heart of it on the one hand, and on the other hand, the football league. Hard-headed industrialists, local businessmen entrepreneurs, you know liberals at the beginning but nevertheless people who were, who realised that partisanship and profit were likely to be central features of the sport, now in part because of that, of that kind of class division it seems to me, and particularly because of the values of the professional side of the game, er the professionals were always wary of technical developments, the kind of things which were being sometimes promoted by the FA, you now we needed to learn, we needed science, we needed to kind of

- understand the game more, the professionals were always hostile to this kind of view.
- Q Absolutely, absolutely
- A The professionals always said its not, not science you need or learning, its experience. Its having done these things, its understanding.
- Q Well that one determines appointments nowadays...
- A Well yes, its that kind of deep cultural knowledge and the great managers have the same kind of perspective, you know there is this very famous story – great story of, of how Bill Shankly, Bill Shankly was, was one of the leading managers in England in the 60s and 70s and the Liverpool coaching staff were very resistant to going to the...
- Q ...to Lilleshall
- A ...the FA events – although Moran and Paisley were less resistant than Shankly and actually said they found it helpful, they didn't really like going and only very occasionally that they went and...there is this very famous story of them sitting around listening to a presentation by one of the FA coaches, sitting around on the grass, guys theorising about this particular skill or pattern they can try and develop and Shankly apparently got up, the ball was in the middle of the circle of people who were watching it, ball in the middle, goal at the end of it, Shankly got up in the middle of this talk and kicked the ball into the net and said „well there you are its safe there“ – the message being you know „why do we need all of this stuff? We all know what the game is about“.
- Q Absolutely
- A And Liverpool's players certainly from the 60s and 70s and particularly actually when Shankly left, from mid 70s onwards and 80s, made it very clear, I've just been reading Graeme Souness's book, they were never coached.
- Q Mm
- A They were never coached at the club
- Q Just five a sides?
- A Jan Molby, I mean you'll talk to Jan Molby he'll tell you the same thing, Jan Molby was amazed when he arrived at Liverpool
- Q From Ajax
- A Yeah because, I'd ask him about this because he said in his book that he came to Liverpool from Ajax which had kind of very detailed coaching schemes, spent a long time talking about opposing players and how to play, had game plans for every match and so Molby was signed by Liverpool and says in his book you know, „I arrived at Liverpool and nobody spoke to me on the coaching staff, I just started to play in the team – I got onto the pitch for the warm-up, brief warm-up before my professional game and I said to Joe Fagan, Joe what do you want me to do, no-one's told me what I'm gonna do?“ And Fagan said „we signed you because you're a good player, just go and play!“ and that was the approach of...
- Q That was the Liverpool way?
- A The English game, well not just the Liverpool way but it was it was the English game, you either bullied your players into playing
- Q Like a Stan Cullis
- A Yeah, like a Stan Cullis or later a Brian Clough, you had a larger than life personality and you told your players how to play, or as happened at Liverpool, you had this philosophy of you signed the best players and let them play.
- Q That's probably why they are struggling now because they can't sign the best players for a start...

A Well yes – and well I think there are lots of other reasons why they are struggling now but we can talk about them but I think that that kind of class schism between the proposed kind of learning effort and the coaching effort promoted by the F.A., which although it was isolation itself for a long time, had a wider vision than the rest of the English game, that was set against the, the deep kind of working class professionalism of the sport here. The ways in which people who are called coaches, they were actually called Trainers then, in the 40s and 50s were often recruited either from the game itself, they were ex-players or they were people who came from Physical Education, because...

Q Like Mourinho these days for example?

A Yeah but you didn't need coaches, you needed guys to manage the team and then you needed guys to help the team keep fit, and largely preparations for games in England, right up, you know really up until the late 1980s was effectively fitness, it was about coaching the players.

Q The conditioning?

A Get them fit, and so you know the kind of peculiar class base of the game, you know the historical roots of the sport, the international role of England in setting the agenda for the game, and therefore this arrogance about the English way which meant we felt we couldn't learn from other places, and connected to the kind of class issue I think masculinity is central to this. You know.

Q Yeah the team bonding, that has come to appear in culture at clubs

A Yeah

Q It will be in...

A ...yeah team bonding, now one of the reasons why players, but also managers who themselves were players were resistant to learning and teaching was because working men class in this country don't learn by listening or by sitting down, they learn by doing, er and so you know again if you read, you know mostly because... I'm doing this Kennedy book I'm deeply into the Liverpool material from the 70s and 80s. It was very clear then, even then, the players who, again I've just been reading Souness's book and Souness says that there was a great example of this when Phil Thompson had been away for a weekend with the England er squad, and he had come back and Liverpool were having a practice match before a game and he had said something on the pitch like er retreat, depth, that he'd brought back from the England squad and Souness said everyone took the piss out of him, because he dared to say something vaguely technical about the organisation of the team. Because these guys thought this was prissy learning, you know these were not, this was not what real men did, real players, the best players, the players that Liverpool had were strong enough to decide things for themselves, these guys who were teaching in the F.A., what the fuck did they know? They weren't winning league championships; they weren't out there in the trenches with the players who were doing it. Very strong kind of roots of that... Its also very different, you need to read Hunter Davies's book, about er about Tottenham in the early 1970's

Q I know that one

A yeah, its called the „Glory game“

Q I've seen it, I've seen it yeah

A If you look at the beginning of my last book about Liverpool, called „The Liverpool Way“, the first chapter says „its interesting now to look back at Hunter Davies's book because it was written in 1973, you will like it, very relevant to you because he actually gets inside the football club, so he gets to interview players, he talks to Bill Nicholson, he sees how the team is coached and managed and trained,

and the coach there, or the guy they call the coach is Eddie Bailey, and Eddie Bailey is himself an ex-player

Q Yeah

A You know we are only 20 years – actually a bit longer than that by then, 30 years on from the end of the War but basically the players make fun of Bailey, a) because they don't believe in coaching, b) because Bailey can't coach and all that Bailey does effectively according to Davies is to use a whole series of military metaphors to players, yeah „up and at them“ „lets get - go over the top“.

Q Yeah, yeah „over the top“, they still use them now.

A Oh yeah, and that was what for those players then in the early 1970's coaching was about, no-body believed in it and Tottenham were the most sophisticated club in terms of there being modern work.

Q Yet they did the double?

A Yeah they had one won 10 years early, so you know those, those kinds of ideas about the English game rooted in good sociological questions and issues about you know isolationism about the originators of the game, about class, about masculinity about the divisions between the F.A. and the football league, they are all central it seems to me to understanding how and why we develop our ideas about coaching and why we are so late into getting into Foreign coaching.

Q I mean I read an article, it was in a book er, I can't remember the name of it now, „Football Confidential“ it was, er about England lost the chance when a continental, the Swedish team battered us in one game. Now leading on from that, its interesting, I mean I've seen it from within I have to say and talking about the resistance to change, I remember the Club I worked at the Manager at the time, he brought in a fella called Lenny Hepple, er who was a dancer and our place just laughed at him. I can remember reading somewhere that in the 1930's Herbert Chapman brought in a man called Martin Ling a dancer and all the Arsenal players they were all nice and supple but they lost the game so he binned it right away and we are resistant to change because we've got this strong, based on masculinity as you say, the strong beer and chips team bonding, but even like this morning David Jones or last night on the Premiership said I'm gonna stand firm, you've got to stand and be counted, its all like man thing but do you think that the foreign coaches helped change the culture „cos the culture of football, the culture of preparation, the cultural context of football club now has definitely changed?

A Oh yeah

Q Do you think the foreign coaches have been catalysts to that?

A Yeah of course, I don't think there is any doubt about that, I mean what we don't know is would we have changed anyway. You know would we have responded to the fact that we had clearly fallen behind other countries in this respect, but that might have stimulated change? You know I remember a moment that was very important for me about this, was er 1992, when England were beaten by Sweden in the European Championships and Graham Taylor was the Manager then and Taylor said something I thought which was very significant, he said that actually physically the Swedes were stronger than us, were better prepared than us they were better conditioned, they were more athletic, and that was a revelation to the English game because the English game up until that point, or certainly when it was dominant in the late 70s and early 1980's, dominant in Europe, now we had that whole string of English clubs, Nottingham Forest, Aston Villa, Liverpool 4 times, we dominated European Club competition, part of the reason why we dominated was that physically we were much more powerful than the continentals

that we played against and we intimidated them. You know famously we felt that if you brought a team of Eastern Europeans back to Anfield or back to the City Ground, you would just overcome them psychologically and physically and what Taylor said in 1992 was forget this idea now that we have got physical advantage. I have looked at the Swedes, we've played them, they are stronger than us, they are more athletic than us, they are better conditioned than us, so this old kind of advantage that the English had always felt they had, that they could overcome technical deficiencies by, through team spirit and physical collectiveness, you know he says that's old hat now, you know we need to rethink that dramatically and that was partly because we'd been out of Europe for a long time, our clubs had not competed against them. But also because the Europeans had learned, you know they had learnt that, particularly about physical preparation, about the conditioning of players, er they no longer wanted to be intimidated when they played in England or anywhere else, they wanted to be able to stand up physically to the battle and so that the advantage that we previously thought we had and indeed we did have was lost then and I think you know that was the beginnings of our thinking about well, er not only do we need to improve physical conditioning of players, and that maybe beer and chips kind of culture isn't the right way of going about this, but that actually what you get, once you develop the physical side of the game and work on technique then the big difference in sport is about mental preparation... er and we were beginning to learn that from other sports. I think too, other sports were ahead of the game here. I know we are talking much more about the mental edge and the ways in which you could do this, but I think the other thing that was different about the English game and made this a difficult thing to learn, but actually kind of brought it out much more starkly was that Taylor and others were beginning to realise how different it was playing in the English league than playing international football, because er playing in the English league prioritised the physical side of the game.

Q The demands were different weren't they?

A Yeah, prioritised team spirit, because in the English game, because of the pace of the game and because of the demands of the crowd and the culture of the sport, the game was played at an incredible pace which meant no-one had time to make decisions no-one had time to think about decisions easily, you did things very quickly, almost instinctively, that's how English players...

Q Mick Lyons, when I was at Everton, he used to always say that, pass before you think!!

A ...well yeah, I mean that's how players were raised „cos there was no time, but then when they got into international football, they were playing a completely different game, international er teams didn't press their defenders.

Q The tempo was different

A ...didn't try and win the ball, they retreated into their own half, they let you have the ball in certain parts of the field now this was a very important lesson because it meant that actually it wasn't enough to be physically powerful and strong and to be able to make decisions quickly or instinctively it actually became much more important to think, to make choices. Now our players in the main were not great decision makers, not people who made choices, they didn't make good choices, they weren't decision makers, why weren't they decision makers or good choices, well partly because they were instructed to subsume themselves into the team spirit ethos, there are no individuals here there is only a team.

Q We're all in it together yeah.

A Actually Houllier is a bit like that now, you know its not something that only English managers have but they found it very difficult to reconcile the balance between individualism and the demands of the team...but I think what was more important was the kinds of people who were recruited in the English game just didn't have the basic intelligence, intellect if you like, they were not bright enough as people and confident and coherent enough as individuals to be able to run again when they weren't being pressed all the time for the ball. So what you get then is I think this really interesting distinction between er the top midfield players abroad, who are the key figures in all of this, the decision makers who were able to see the whole field, were able to make good decisions, were able to work out er how and when people were gonna be in different places on the pitch. Not instinctively, not quickly, not without thinking but actually because they were allowed to develop ideas for themselves about how they were gonna play the game and more importantly because the continental clubs had realised that actually developing the whole person was more important than just developing the player.

Q Holistically yeah, yeah

A Er and that actually having men who were themselves confident, independent, not dependent on the club who made decisions outside of playing on the field, who were actually intelligent.

Q You see I can support that in two ways; one of the things, when I was at Everton I had a first team coach called Eric Harrison, who got the bullet when Gordon Lee got sacked and he went to Man U as a youth coach and he was responsible for Beckham, Hughes et al and I went to watch him, we played at the Cliff one time, and when he was coach with the Everton first team, he was up and down the corridor wanting to kill people er but he put himself up in the managers office in the Cliff and overlooked us you know like, he literally was in a cage er and he wouldn't come down, he wouldn't rant and rave. So I spoke to him after the game, „cos Everton had beaten them 1-0, I said why have you changed your style and he said well „I've actually changed as a person" and I said why? And he said „well now I don't give the players instructions at the sideline and bark at them, I want them to make decisions on the field themselves, and take that responsibility" and Houllier talked of that as you talked about it in your book. And the other thing as well is that I went to Ajax when I was at Everton and I was speaking to one of the coaches there and I said „what is the basis of your recruitment?" he said TIPS, they look for technique, intelligence, personality and speed in players and intelligence was there, this is going back 20 years when I was there, that's very true „cos Houllier goes on about the holistic approach all the time doesn't he?

A Well he does, except I think Houllier is interesting and complicated on this. Again this is something I have tried to deal with in my new book because Houllier is a very different kind of man from Wenger.

Q I am going to talk to Houllier, I'm going to interview him.

A Well this will be very interesting, I would be very interested to see what Houllier says, er but Houllier is a very different man from Wenger because erm, and I think this kind of development of the individual of the whole person is crucial here. We don't have some of the raw materials to do this easily, one of the reasons why we don't have it is a simple kind of society or a cultural one, that is compared to our competitors, there are very few countries which are like us where we have national winter team sports that are divided by class. So, er in Germany for example, the players who in this country play Rugby Union would play football. So you know think about it from that position, Johnny Wilkinson would be a footballer.

- Q Fantastic, free kicks would be unbelievable!
- A Johnny Wilkinson would be a footballer, not only that, he would be intelligent, he would be articulate, he would be a decision maker.
- Q As well as the physical?
- A On the field, and we would probably be playing the game differently, we would probably be playing it at a different pace, we would probably have different styles of coaching.
- Q That's an interesting theory that
- A The coaches would be recruited from the middle classes too, so our kind of basic material isn't great, and one of the responses of managers to that is to be afraid of players or unwilling to let players take too much responsibility for themselves. That's why typically when players behave like school children, you know naughty boys...
- Q Take their shirt off!
- A No I don't mean that, I mean the occupational culture of players is like an extended childhood. When players bond together they bond and I tell you one of the things they get out of it, the thing they always talk about is banter...
- Q Yeah, yeah the „craic“.
- A It's the craic – it's being naughty sometimes, you know getting into really posh hotels and throwing bread rolls at each other
- Q Yeah, yeah look at Wimbledon for example; they set the shoes on fire...
- A That's how they lived, you know that is a great example actually, how Wimbledon with very limited resources in terms of technical ability in the team, could you know finish 6<sup>th</sup> or whatever it was...
- Q ..and win the FA Cup
- A First division and then the FA Cup and overcome Liverpool, one of the best Liverpool teams we have ever seen as well, just overcome them.
- Q Absolute doggedness as well.
- A Yeah, through intimidation. But you look now at that tape, of that match, compared to how we play the game today, absolutely incomparable. I mean the physical side of the game, I mean McMahon, the challenge that McMahon took from Jones in the first minute of the game. Jones would now be sent off and no player in this country would attempt to tackle like that now „cos they would instantly go, so we can see how the game has changed here but I think all of that, you know the stuff about not having the raw resources for feeling comfortable about allowing young men to take responsibility for themselves, and allowing them to develop as decision makers I think is part of this. But I think the great, Wenger's great, secret is that he has actually come into the game where other people would have said and remember George Graham was the manager then, Graham had you know had produced a fantastically well organised and disciplined Arsenal team, typical English characteristics you know we die for each other, we defend to the hilt, you know team spirit above all else, with some technical ability in the team we are now lethal, that was Graham's approach – never let his players talk to the press, players were route marched everywhere they went, training was very rigidly organised and then Wenger comes in and says look er, we've got to do this differently, we've got to make you grow up as people, we will do this scientifically, we will introduce you to the ways in which you should be preparing for matches. And, what is interesting about this is that maybe its just because we arrive at that moment where players begin to see this, is the players don't do what they would often do with someone from Wenger's background, what do you know, what have you won,



- where have you come from, show me your international caps, wouldn't have any of that.
- Q A players saying is „show me how many medals you have got?
- A Yeah, how many medals – may well have been at Arsenal partly because Graham was such a bastard to work for you know they were frightened of him, he was horrible to work with but he was successful.
- Q I have read David Seaman's book, „Safe Hands“ he goes on about that. Interestingly they called him stroller when he was a player.
- A Oh yeah, very different kind of player
- Q I mean there's a thesis there, what happens to players from being player to player manager or Manager even, what happens to players, cos...
- A Well, its about personality isn't it and its about wanting to control and that certainly clear that Graham has a controlling personality, but anyway you get this extraordinary transformation where Wenger comes in and says look we are going to do this scientifically and differently, we are going to make you better players. You know, we are going to do it by giving you responsibility, I'm not gonna do it and I think this is the key difference between Wenger and Houllier.
- Q Absolutely.
- A This is the absolutely key difference between Wenger and Houllier that Wenger never appears on the field with his team. Right, this is never Wenger's team, Wenger never takes credit for anything the team does, Houllier is constantly doing this. Houllier is constantly on the field with the team, messing around with the team, telling us the things that he has taught players to do. Now you look at the really great managers, the really great managers the Wengers and the Fergusons and people like this, Ferguson would never say „I've taught Ryan Giggs this“, or I'm helping Ryan on that, or I'm part of why David Beckham is who he is, Wenger never says anything like that, Wenger just says you know these players are the top of their game, they are doing it - it is not about me, it is about them. Whereas Houllier has got this real difficulty in allowing the players to be the team, and its because like you know its about Houllier's personality, he is insecure in his personality.
- Q I think you are right.
- A His great expertise and his great ability is in working with young players.
- Q Yeah
- A So Houllier always feel more comfortable in a team, which is in transition. He is not interested in getting a team to a finished place, he doesn't like working with established professionals, doesn't like bringing in really established professionals from outside.
- Q Unless they are a certain type?
- A Unless they are a certain type.
- Q Like McAllister for example?
- A Well, I think he liked McAllister because he felt that he could do something for McAllister. It wasn't what McAllister could do for Liverpool. He signed McAllister because he thought I can do something for this guy and originally actually he signed McAllister, McAllister said this, I interviewed McAllister for my latest book – have a look – its called „The Liverpool Way“, I interviewed McAllister and he said that „I was brought into Liverpool to basically work with the young players, not to play but basically to work with the young players and to play occasionally. To show the young players what a good professional was like“. What, how you could extend your career, the kind of good habits you could extend

to refer to young players so Houllier's problem it seems to me is Houllier always has to be the father, and the team has to be his sons, whereas no-one describes Wenger as a father figure, and Wenger would not describe himself as that. What Wenger is very good at is making players think independently for themselves, they think always about the team too, but make them think about becoming responsible, rounded separate people and giving them a sense of being refer of being coherent as individuals.

Q Yeah, that's a good point.

A and you know I think there's a real difference between Houllier and Wenger on this. Houllier, Wenger feels quite comfortable allowing the team to go out and play, in fact ironically rather like Paisley and Shankly did with Liverpool in the 1970s and 80s. Paisley endlessly was interviewed by people about the secrets of Liverpool in the 70s...[begins to draw team patterns on table]

Q Would you like a bit of paper!

A ...endlessly you know television, you can see interviews now on old tapes of Paisley. I remember one particularly on ITV when Bob Wilson was working for them, or was he working for the BBC, I can't remember, where Wilson says come on Bob tell us the secret, „Why are Liverpool so great, how do they keep it going?“ and Paisley said, „because we've got the best players“. And Wilson said it must be more than that, Paisley said „no it isn't“. That's what it is, we've got the best players, we've got, they want to play with each other, we let them play, and Wenger understands that.

Q I think you are right and you know interestingly, I mean you have been quoted in your first book erm refer Longs one, saying that Houllier was too much like a teacher, he was blackboard and discussion, and interestingly you know I haven't been to a Liverpool game live for a couple of months now but you notice when Arsenal, Henri scored the other night, a couple or about a week or so ago, all the players came round and hugged him, they had like a group huddle. Now I know Liverpool do that before the game, but not during the game or after the game, now when they beat Chelsea, they all huddled at the end, now that coherence on an individual is quite interesting that but its interesting about and I think personally I think Houllier has lost the plot a bit personally myself in an awful lot of ways and I don't know whether it's the result of his heart scare or whatever, but I'm really concerned now at a number of things. You mentioned about Wenger coming in and he kept a solid English base and so on, I am concerned at some of the transfer dealings Houllier has made considering that Wenger has got the better of the young French players.

A Well me too, and, and its because, I think it comes down to this essential character difference between them, I think it is because Houllier feels much more comfortable working with refer players who are not well known, players who have their career to make and particularly players who Houllier feels he can make their careers, I suppose they are not really established. There are one or two exceptions here but broadly speaking this is the kind of manager that he is and it all comes down in the end to how good a judge you are and to what extent do you use your personal contacts and that's the problem, or one of the problems with Houllier now, Houllier is operating strongly through personal contacts, who do I know, who are the people I feel comfortable dealing with, who are the players that I feel have an affinity and a dependence on me? That's why he signed Diouff, that's why he went for Diao, that's why Cheyrou came in. You know this is not about getting the best players or players that can suit the club, this is, it seems to me about well, who do I have these networks with? And football is a lot like that, all managers...

- Q ...phone calls and tapping up and so on yeah...
- A ...but when you are trying to compete at the level Liverpool are, you know, you can't allow the vanity of one man which is what this is to kind of dictate the shape of a club and the shape of a team.
- Q I couldn't agree with you more.
- A Now what's happened at Liverpool is, the great thing that Houllier's done is he has changed the institution, he has changed the organisation, so that you know that outmoded anachronistic organisation that Liverpool had. Houllier has come in from the outside, it needed someone from the outside, and said right, we are going to run this whole organisation more professionally, we are gonna have, you know Melwood is unrecognisable now, we are going to have the most scientific kind of departments here, we are gonna look after players properly, we are gonna make them behave better in public. You know this is part of what a football club should be like so for the kind of moral agenda inside the club too and we are going to go for the most scientific techniques. Which is all fine and er that's what Houllier I think has done for the club, he has brought it into the 21<sup>st</sup> Century.
- Q Absolutely, definitely, there's a feeling round Melwood and its...
- A ...but it doesn't mean you're a good football manager.
- Q No
- A It doesn't mean you make the best choices from players, you know and I mean he patently hasn't done that and finally, you know the other thing here which again I think is very important is that it doesn't mean he has an intuitive feel for the game, because he doesn't.
- Q No, he's not been a player.
- A I don't think not being a player matters, you know Wenger wasn't a great player either, but nor does Wenger you know rule what he says or how he thinks by looking at it objectively. Houllier has got into this, you know Houllier is has become „scientific“, which is very different from using kind of science and information to think about and shape what you do – what Houllier does instead it seems to me is he thinks the figures are the truth, so if you collect information on the shots that Liverpool have had, then it tells you that they have had more shots than anybody else and that is the truth, that means that you are playing in a particular kind of way, which of course is a nonsense.
- Q Absolute rubbish
- A It's a nonsense and you know most people who know anything about the game, because Dietmar Hamman has passed successfully 950 times this season, doesn't mean he's the best passer in the premier league.
- Q Doesn't mean he's the best player in the premier league either.
- A He passes over 4 yards, he often passes in places you wouldn't want him passing in, it gets to our player, which is ranking very high in the, if you want to go down that positivistic route, you know you can build a robotic team like erm like the guy at Barcelona did, the Dutch coach...
- Q erm...
- A No erm Van, not Va
- Q I can't remember, goalkeeper? Flat nose... Van Gaal
- A Yeah
- Q Yeah, I remember yeah, yeah
- A You know you have this kind of robotic approach to developing the game
- Q Which was panned by the Barcelona public

- A Which was panned by the Barcelona public he recruited exactly as Houllier did, who are the players I know, you know he brought five or six or seven Dutch players in who were made them play as he knew and felt comfortable with but they weren't good enough, and that's where we are now with this coach. He is „scientific“, he is positivistic, he relies on data, he's, he recruits players who he knows who are not good enough and the real problem is he can't detach himself from the team, he doesn't give the team enough responsibility, he is afraid of not being seen to be on the field with the team.
- Q I think you are right – Interesting, I mean he's not the only one, in defence of him, and I'm gonna, when I finish this I'll tell you I've sort of rethought since that but Venables didn't like older players, a lot of managers... I mean Malcolm Allison didn't like working with older players, he could mould more malleable younger players he could mould and shape them.
- A Oh yeah
- Q ...and also going onto that, I mean I agree with what you have said and reading between the lines, he mentions well in your book he mentions the best conditions for players to be prepared in. But I think there's more to it. I think, I look at Liverpool players now and I think there's no heart, there's no passion in that team, and whilst we said before it's the masculinity base not always the right thing to do, he goes on about it though, about look at the model pro, I've got Jamie Carragher, he's all heart, he's all effort, and yet earlier on he has contradicted himself by saying „I believe in a team with skill“. Now you can get both...?
- A I think what is it, I think the thing that Houllier did recognise, does recognise and Wenger does too and this is one of the reasons why they are successful is that the English game is a complicated mix of the physical and the mental in a way that is very different from abroad right, so you look at Wenger's team and the team he has got now, er and the teams that he built when he first came is they are shaped around the idea that the physical stature of the players is very important. His two central midfield players, Vierra and Petit and now Vierra and Edu, physically, they are very imposing...
- Q Good players as well
- A Yeah you know they are technically really good but physically they are dominant players. Wenger realised, as Houllier does that the physical side of the English game is very important and you have to compete with physical, the trouble is, is that Houllier has gone for in those positions for very athletic but also very limited players. I mean Diao for example, Diao may be an athlete but cannot do anything on the ball, I mean nothing...
- Q You might be able to answer me a question then, because I mean you've seen Liverpool a lot more than I have lately but you talk about physical presence and I can see why he signed him, I don't know why he is playing Biscan. I wouldn't have Biscan – I mean seriously...
- A He's playing Biscan because he signed Biscan.
- Q I'm a better player than him!
- A And because he's got this thing that we were talking about you know that Houllier again, its about his personality, he's got this thing about, Houllier knows best, he wants to prove everybody wrong about the players that he signs, right...
- Q Yeah
- A He's very stubborn
- Q Absolutely, he's got a very stubborn streak in him yeah

A So you know, if you play Cheyrou 10 times, and you can see that Cheyrou is never gonna be a great , he just doesn't have the heart or the physical side to do that, he might score occasionally, which is very good, but that is not enough, you have got to be able to deliver in midfield in a 4-4-2 where every player has his responsibility, so unless you make a space for him.

Q To accommodate him?

A Well you know I can see that there was no point in reshaping your team to incorporate Cheyrou if it means that your best player Gerrard ends up playing wide on the right!

Q Absolutely

A In order to get Cheyrou in the team

Q It's a bad...

A ...it's a bad trade.

Q Of course it is yes.

A But, he knows best

Q Yeah

A He is gonna show us that Cheyrou is a great player, he is gonna show us that Biscan is really a centre back – nobody believes him, nobody believes him.

Q I've mentioned.

A I tell you the other thing as well, again I've just I've written about this recently.

Q I'm gonna have to turn this over now – go on.

A Is that one of the claims that the manager makes, our manager makes is about and again you don't hear great managers saying this, is about his role in improving players yeah, great managers never, great managers never say publicly, „I've improved players, or part of what I'm doing is improving players“ and Houllier says it a lot about improving players and you can see in some of the players in the club. Two good examples are probably Carragher and Murphy, and its no surprise that Carragher and Murphy are the ones who speak up, when the manager's in trouble because Murphy's game was saved by Houllier and Carragher is you know meat and two veg, he has improved, he is not a great player.

Q What you see is what you get.

A He is not a great player but he's worth his place in the team, yeah, the trouble is that this idea that Houllier can make players has destroyed the game of other players in the squad, Heskey, when he signed Heskey.

Q Interesting that.

A We knew exactly what Heskey could do...

Q ...and couldn't do!

A Well, yeah we knew exactly what he couldn't do, but we knew he could do a couple of things outstandingly well, run at players with the ball, physically intimidating, could hold the ball up the field, that's what he could do and he could score. So we knew exactly why we signed him and what we could do, the trouble is he comes into Houllier's terrain and Houllier says right „I'm gonna make you do all kinds of other things cos I can improve your overall game“. This isn't enough. Now I know Heskey and Heskey is a nice guy he's a gentle man and he's not the brightest player but he's you know he's a typical kind of English player in lots of ways, not got a lot to say for himself and Heskey has lost his game now because the manager has told him he can do all these other kinds of things. Now Heskey can do nothing very well, he doesn't score, doesn't run at people, doesn't drive in the way in which he did so instead of when he was managed by O'Neill at Leicester, and O'Neill was a bit of a bully which is what Heskey needs.

Q a Cloughism yeah

A He's a bit of a bully which is what Heskey needs but he also said to Emile "look Emile what you do is better than what anybody does, you just keep on doing it just keep on doing that", and that's what Heskey did for Leicester and what he would still be doing for Liverpool now, had not the manager got hold of him and said we're gonna do this and we're gonna do that. Same thing with Risse, you know Risse came here with a game, a natural game and because, these players have had their game coached out of them, so coaching isn't always a great thing. Its much better if you know, if you can see what players can do and its much better if you can man manage players in a sophisticated way and I'm not sure this manager can do that.

Q That's why he probably relies on his scientific approach, his comfort in numbers and so on – interesting Shanks used to always say, when you get a player, you strengthen his strengths, yeah, you don't look to develop as part of your vision of the game.

A Well I agree with that, and I'd even go as far as to say the same with Michael you know. I know Michael has had a lot of injury trouble but this whole business of you know lets get Michael to play on this left side, when you have got what Michael has, all right you want him to be tolerably good on the left side, but more importantly you don't want him to lose focus on what he does.

Q Absolutely not, absolutely now if he stands on his left foot and scores 15 goals a week... Interesting thing about that as well, with Houllier, I will just turn this over, have you got five more minutes?

A Yeah

A He has this retro of democratisation and the players should talk things through, come out with their own ideas and, and all the rest of it but he's very, very strong on the idea that the unit should run absolutely together and that anybody who speaks outside of the unit is potentially allowing this kind of poisonous self doubt to creep in. That's where his stubbornness comes from you know, that he believes that to change your mind or to, to admit that you were wrong is a sign of weakness and that players see weakness immediately and lose faith in the manager. You know he's, and again its ironic isn't it because there's, this is a kind of personality defect in the manager, now the manager has come in and said I'm gonna make these players stronger personalities, stronger individuals, more responsible, actually himself he has trouble acting as a completely kind of coherent and believable individual, he's got his own doubts and weaknesses about himself.

Q I think you're right

A And that's why you know he's very unhappy about players speaking out of turn, he's unhappy it seems to me about strong views among the team and professionals that he really can't work into his system, he just gets rid of you know...Fowler is an obvious one, you know Fowler wasn't a trouble maker but he was an ordinary working class lad who had problems getting his game back together again, looks like he might do it, a decent team now...Fowler might be a really good player, he couldn't stay at Liverpool with Houllier, because he wouldn't sing from the same hymn sheet.

Q Similar, Anelka as well, originally Anelka it was his agent and all that stuff as well

A Well its desperate isn't it – when you think that we swapped Anelka for Diouf, you know its absolutely criminal and worse that when you know it seems to me we were talking about this two years ago. If you were looking for a player to play in the Liverpool way, with the Liverpool approach to playing the game er he was

- English, he was young he was the type of player that Houllier would like was Parker from Charlton, two years ago, two years he had everything that you would want, he scored goals, athletically very good...
- Q ...strong...
- A Strong...
- Q Like McMahon?
- A ...could play in the Premier League and have flair, could see the whole field and we really, really needed to sign him, and he was signing for 4 million then, less probably and instead the manager signed Cheyrou as a solution for a midfield...
- Q ...and then called him the new Zidane!!
- A Well either he did or Cheyrou did or whatever. Yeah they called him the new Zidane and you know anybody seeing Cheyrou play could have told you what the problem was going to be, the guy physically can't play in the, its all right Houllier saying well Pirez was like that when he arrived, he's nowhere near the frame of Pirez is he...
- Q ...no not at all he hasn't got the same qualities.
- A ...but its worse than that, you know last season when I saw them a lot away from home and sometimes away from home if it got to be a real battle, you know Cheyrou was just out of it. I mean even now even though he changed the formation especially if you were playing 4-4-2, you can't do that, you can't. It's the same, Pirez has got real talent, you know he's a quality signing in that sense but he's notoriously unreliable, these people that we know we were talking to said look, he's great but you really need a strong manager to make him deliver all the time and again it's a kind of O'Neill or a mentally strong guy like Wenger, not this man, who won't get the best out of him and that's the trouble now you have got Kewell in the team who will occasionally show us, four or five games he will go, not only not showing us anything but not doing his job, not defending when he...
- Q Yes, Interesting really in that - I won't tell you the name of the subject, - I spoke to a Premiership Manager, I've already interviewed him already and he said that erm a team usually reflects the philosophy of the manager. Now you can answer this better than me, but I cannot see, I think you mentioned it anyway, and I agree with you, I cannot see a clear playing philosophy in Liverpool at this moment in time. I know you have mentioned about the holistic development and players taking responsibility, playing two banks of four er ...
- A Well I can see the philosophy. The philosophy is and this is also very telling, when Houllier was asked last year and again this is in my new book, when he was asked last year about the thing that most inspired him as a manager, the team he picked was a Brazilian team. But it wasn't a Brazilian team that you would know, most people would pick maybe the likes of the 58 Brazilian team or the 1970 team or even the 1982 team, which I thought was the best of all of them, great talent – Houllier's choice was the 1994 team, that won the World Cup in the States right, with er with Romario up front...
- Q Yeah, yeah - I would say it's probably the weakest of those teams.
- A Yes but what he liked about them was they were well organised and they played as 4-4-2, he called it the rattlesnake, they were forward and come back, forward come back and then strike, had a couple of great quality strikers, which is all right but it wouldn't be your top Brazilian team.
- Q No
- A It wouldn't even be a top international team, but Houllier has it seems to me a very, very rigid philosophy, which is about which is essentially which is about

- when we don't have the ball we all get behind the ball and at least we have these two banks of four behind the ball and we rely on the quick silver forwards and Michael, a bit like Romario, we take few risks that's the way...
- Q Continental style of playing...
- A That the way, that's entirely it is...
- Q Forest did that as well, Forest played like that when they won the European cup
- A It is outmoded – but it does reveal the managers personality, essentially he is conservative.
- Q Yeah, yeah
- A He's conservative kind of philosophically he is conservative.
- Q Yeah
- A Politically and ideologically he is a liberal, he is a man with politics, he is a labour party guy.
- Q He is full of contradictions isn't he?
- A He is, but actually personally and professionally he is conservative, and also like George Graham he wants to be in control. I think that's the key problem, unlike Wenger certainly, unlike Ferguson although Ferguson likes to be in control of his young players but when the team plays Ferguson is not in control.
- Q He lets them get on with it
- A Keane is in control.
- Q Yeah, yeah
- A Neville is in control, Giggs and Beckham were in control, they were on the team, the big problem with Liverpool is when you look at it, nobody is in control of the team. There are no leaders on the field because Houllier doesn't want any leaders on the field, he doesn't want...
- Q He wants to be the leader?
- A ...personalities because he is the leader, he is the father and no team is ever going to win anything serious without real leaders and big personalities.
- Q I think you are right, „cos interestingly whilst he made Gerrard captain, the fans, most fans were fooled by it, they seen Gerrard running around like a headless chicken covering every inch of the grass, every inch of the pitch but he's not actually leading the team, he's just chasing lost balls around.
- A He's not a leader.
- Q Yeah that's right
- A He's certainly not the guy who would turn to the rest of the field and say collectively right come on we are gonna do this – he never does it – you know Steven is a fantastic player, Steven's self obsessed, he is obsessed with his own game, that's not a bad thing but he's not a great captain.
- Q No.
- A He's not a great captain, you know there's a merit for saying well why did you take the captaincy off Hyppia? He just seems like the right, he didn't have a great season last year but he's a natural leader of the team.
- Q I like having centre backs captains as well...
- A I think, I think you know it was to do with Gerrard agreeing to stay.
- Q Yeah, he is pandering Michael a bit now in the hope that Michael will...
- A I can't see it, I really can't see it...
- Q I think he will go.
- A Well I think the only reason Michael will stay and it's a good reason – there's nowhere for him to go...Unless a Spanish club comes in for...
- Q There's only Real Madrid really isn't it?



- A There's only Madrid, possibly Barcelona
- Q If he could get in their team?
- A Well that's what I mean, certainly I doubt whether he could get in Madrid's team, the way they are playing, unless Ronaldo goes somewhere else or they change the way they play, but you have to play in a way that suits their kind of way when you sign someone like Michael. That's why again really question the signings, at the moment we have got two players up front who don't want to play with anybody else, Baros doesn't want to play with anyone, Baros can't see the field.
- Q No – he is literally blinkered
- A Head down, running with the ball, he doesn't see anybody and Michael doesn't want to play with that, it's hopeless for Michael
- Q He is not going to create bits and pieces for him.
- A You know, this is the final thing, you know you're in the business and you know and I know the difficult thing about running football clubs is keeping everybody happy, keeping the players happy keeping the players on board... Houllier says this very well, you know it's not like Shankly's day where you could tell players what to do – you can't do that anymore.
- Q Yeah, Howard said that to me...
- A Now you've got to explain to players, you've got to make players believe in what you are doing, because they don't need to stay with you a single club anymore, they can afford to do what they want. They are in control now so you have to explain to them and get on board, sell the project to them get them to believe in what you are doing, you didn't need to do that under Shankly or Paisley, they said you are playing for Liverpool, this is who we are.
- Q The shirt's enough
- A Yeah, that's it, now it's all about explaining you know what you are about what your club is up to but if you do that, I mean you know there is nothing wrong with that but that also means that everyone has to agree with the project, if you don't agree with it, or you show signs of not agreeing with it your out. Now that's not a strong organisation. Houllier thinks that's a strength – it's not.
- Q It's not successful?
- A Well it's not just that, it's not an organisation complementing its own philosophy to allow people to question what you are doing
- Q „Cos he mentioned the name organic doesn't he, and evolution not revolution. I was in there not so long back talking to an official – I won't tell you who it is an he said that erm they had just had a bad result the night before and he said that all the fans are on his case and everything like that and he said but he has got a long term plan and I said well a long term plan is fine, but as long as the fans can see what's going on and personally although I'm a Liverpoolian, I honestly as an ex-professional coach, I can't see where he is going.
- A It isn't going anywhere, it's not developing, it's not evolving. Most of the players, young players in the team now most of them most of the fans think are not going to become great players or you can't see, you know what you have to think is which of the players in this team can you see in a Championship team, and there's maybe three or four at most that you can really say Championship quality, you know. Projecting forward, in the next five years which of these guys will play in the Championship team? We can give you a whole host of names of guys who may end up playing in Championship teams who were playing in our first team as young as who he thinks he's gonna develop to become great players, it isn't gonna happen.

Q I think your right.

A It just isn't gonna happen, Diouf is one of the worst players I've ever seen playing for Liverpool, he fools a lot of the fans because he looks kind of ...

Q ...busy and...

A ...yeah, he looks busy and he looks like he's a real winger and he's taking people on – he's brainless, he is absolutely brainless. How a forward player, essentially a forward player can play 34 games without scoring in a team that claims to be a top club is madness. Just by that measure, and this is one of Houllier's own measurements, you know how many shots are we having, how many goals are we scoring, well lets put the ruler to Diouf, 34 games no goals, you don't have to know very much more than that.

Q How does his selection stand up then?

A Well he is in his team because - even that, you know the manager's realised at last that he can't put him in the team, so none of these three guys are in the team. You know the reason why its taken so long is the manager thinks it makes me look like a failure, which it does, if Kewell doesn't play, if Diouf doesn't play if Cheyrou doesn't play..£20 million pounds...none of these three are in the team you have wasted money when you could have...

Q ...you could have had Anelka

A Anelka is a difficult player

Q Yeah, he will always score goals

A Yeah he has got pace, he has got belief in himself, he is bright compared to these guys, you know I mean what's his name Cheyrou might be bright, it's a shame he doesn't have the other, physical – all of these players are missing one or two these things. Kewell is just missing technical ability. Diouf is missing penetration, not got real pace, can't get past defenders, can't score goals and...

Q Kewell is also missing consistency...

A I am sure Diouf is missing the physical side of it, erm... Kewell is missing consistency and missing real focus, so you know none of these are whole...

Q And I think in turn, it is so obvious in the team, the team are missing quality, they are missing overall quality and they are going to struggle. One last thing before we go „cos I've kept you late, I interviewed another Premiership manager and he said, very tongue in cheek „he [Houllier] has been unlucky with his buys“.

A Unlucky?

Q It was tongue in cheek - he thinks he's...

A He does but er last week the Liverpool magazine has a two page interview with Cisse, about coming to Liverpool and playing for Liverpool which professionally is terrible – it is not on.

Q He is still contracted to another club

A Contracted to – nothing is agreed about the deal, nobody knows if he is going to come here but the manager knows this is the way of cementing my face at the club, and you can bet your bottom dollar the wage is OK you know someone comes to a manager a serious manager and says well I want a two page spread about a player you haven't even signed yet, a decent manager and a decent man would say that's an insult to the other players. Imagine if Barcelona's magazine ran a two-page interview on Michael Owen?

Q Oh they would be up in arms at Liverpool of course they would

A And so, there's also a strange kind of darkness here...

Q Well the insider...I've heard that. I will turn this off.....

**2.14 Interview with subject 14, 'Dai' at Blackburn Rovers Brockhall training ground, Tuesday 14<sup>th</sup> February**

- Q Can you recall what your preparation for matches was like?
- A In the 70's we were, we were lucky enough if we had fillet stake, fillet stake and toast and things like that and serial but, but now it's, it's gone away from all the red meats more to the chickens and the pasties, the porridge and the rice pudding whatever erm, so it's very interesting how the diet and the nutrition side of it has changed obviously with the vitamins...erm, on the preparation side well probably in terms of the video analysis and things like that yes in terms of the actual work on the training pitch then I think every coach has his own idea and I was very fortunate to work errr with three people in particular and I would have to say Don Howe, obviously Arsene Wenger and then obviously the Italian errr influence with Gianluca Vialli at Chelsea erm and they had a big bearing on, on my thoughts last season on how you prepare teams I've taken a lot from them.
- Q God they're very good influences those three aren't they?
- A Well obviously I mean I've been lucky you know and obviously with the, with the staff that was there aswell with those guys in particular you know yourself Pat Rice...which is why I went to Arsenal anyway so errr and then Don was with ...with his vast knowledge of the game his experience not only club scene but the international scene as well so errr I've been fortunate you no I'd be a fool not to take a lot of it on board.
- Q We'll come back to that in a minute.
- A Yeah
- Q But in terms of erm the arrival of foreign managers you mentioned two outstanding managers there, particularly Arsene Wenger...
- A Yeah
- Q ...has he errr do you think they've influenced the way the games played in this country?
- A Erm, well I think first and foremost I think that Arsene certainly influenced the way Arsenal play, put a lasting memory in my mind how I would like my teams to play erm and I think that one of the things I gained working at Arsenal errr you know everyday would be at least 20 minutes on technique at least and then, and then working in your position erm and then developing as a team so every body new specifically what job they had and he was a great believer of working in your position and I have to say that I have really taken that on board erm but Arsene had a vast knowledge on many, many things you know he was very good with well one of the things I took from him was the stop watch he would time erm every session that he would do and he new exactly how long it would be and for instance at the end of a game you know if he said to Pat Rice, right I want the game to be 2 times 7 minutes and Pat played over 7 minutes then he would know about it and he wouldn't be happy
- Q Right
- A And then Pat would have to say oh is there a golden goal or can I play on and the boss would go no or alright give them 2 more minutes and things like that. He was very big on the fitness and preparation of players and them knowing how long and how much to give them and then on the mental side they were probably very, well he was excellent and in terms of errr the rest of them probably well I would have thought at time when I looked at it I thought these

players are getting too much rest, too much recovery but I have to say that he was spot on every time.

Q Did he work on his menus cos Houllier did that?

A Yeah very much so, very much so he would errr no or very little sauce sorry what do you mean menus in terms of food?

Q No, no sorry menus, sorry I didn't say that very well did I, I didn't mean the food I meant the menus of err the training schedule for the week...

A Yeah, yeah

Q ...you no they put it up on the board and call it a menu.

A No, no he wouldn't he would put it p on the board in term of erm the staff room you no but not so much to the players no but he new exactly what he would want I think it was all based on I know Jose Mourinho does that for instance he's got a 2 week plan where he knows exactly how long and when the players are ready and he puts that up erm and they really appreciate that. But Arsene it would be erm mainly on whatever difficulties we had or we needed to work on from the game before then we would work on that in training and the following week erm and that's well I was fortunate enough obviously to see him do that.

Q You mentioned about Don Howe, Gianluca Vialli and Arsene and I mean Done Howe's a fantastic coach I've met him a few times and really lovely man as well.

A Yeah

Q But erm who is a top top coach do you think in your opinion does Mourinho not Mourinho, Vialli and Wenger do they do things different, any different practices I don't mean practices in drills I mean anything they do which is significantly different to what Don Howe did?

A No not particularly, just the way they went about it. No, no I mean Don for instance had a wonderful opening enquiring mind didn't he you know and he could you know one of the things I learnt from Don Howe was to be able to cope as a coach with if you were left with one player or 27 players and that was something I really learnt from him you know as a young coach you go in and you go oh crickey I've only got one today or 27 players oh crickey what do I do with 27 players and how am I going to deal with this and those were the things I really took from Don didn't matter how many he had he could adapt to how many he had and I was fortunate to have the experience of that and then we would speak about it and obviously then I would try and add my own ideas to it and I think in that aspect for years as a reserve coach ar Arsenal and you no some days you would only have 2 or 3 players and you no yourself its challenging to train a few people I used to love it and say right here we go this is what were going to do and as long as the players could take it on board I'd say listen your going to get more time on the ball your gonna get more touches of the ball were gonna try and put something on which is going to benefit you and err and the same with training ground really.

Q Do you think the game would've I mean look outside now you've got a fantastic buffet there... I mean I was just talking to Amanda there and you've just said the same thing it was pie and chips if you were lucky or stake every now and then but there really well looked after now in that respect but do you think that would have evolved in English football anyway that nutrition side?

A I think it would have come on board I think you no obviously I've been fortunate enough to go on quite a few of the courses here in this country and I

think that people are really picking up on all the stuff now and err you no we're all after new ideas Graham but I think everybody's doing much of a much ness now I have to say.

Q So what's the difference then what makes the difference detail, planning?

A Players.

Q Exactly you're only as good as your players aren't you?

A Yeah to answer that question in more detail is quite simply and this is no disrespect when you have world class players and top top players you still have to coach them and you still have to organise them but their also intelligent with it and when your dealing with lesser players if you like then maybe they have to have things erm pointed out to them in more detail and you have to paint the picture a little bit more for them if you like and you have to be that much more well organised with and I'm not saying your still as well organised with your top players but I think with your lesser players you have to be even more. For a club like this for instance to complete with your Arsenal's, your Man Uniteds, your Chelsea's and your Liverpools and Tottenham's of this world you have to be so well organised and then you might play an offence cos you have to make it hard for them and I'm not saying by playing the game illegally but you no if you're the best player in the world and we sit off you then you know your going to hurt us even more so we have to work on obviously you no getting close to people timing where we're going to get close to people and when we do get close to someone we still have the back up to go with it you know and that's, that's the important bit...

Q Benitez calls that erm mentality I interviewed Benitez...

A Right

Q ...and he called it he likes to see players with mentality he means intelligence though you know when I had a conversation with him and he firmly believes that when I was as Everton I went over to Ajax one of the things they look at players is TIPS

A Yeah

Q That's technique, intelligence, personality and speed

A Yeah

Q But the intelligence is there

A Intelligence is a major factor...and what you keep finding is that you, you keep going over I always remember you mentioned Ronnie Moran before and I retired in 88 and 3 months after I'd been doing the youth team at Chelsea and Liverpool came to Stamford Bridge and I knew Ronny and Roy through Joe and erm after the game they were having a drink as they do in the old physio room with Norman...from Chelsea and Ronnie Moran said to me he said how you enjoying it and I said oh it's great but it's different not the same as playing obviously he said no but let me tell you all you'll ever keep hearing is good habits remind them people of them good habits pass and move but also he said let me tell you another thing tell em once, tell em twice if you have to tell them three times then go n to the next guy because they won't take it in.

Q He's dead right

A And that's what we're talking about intelligence, intelligence of a footballer is vital so they can identify on a football pitch one to pick the best pass, two when to go in close and lead out, three to identify when we've got a danger you know what if situations so we're attacking I mean there are a number of times when we've been attacking this season and as us coaches on the line

have been shouting what if what if because we know if we loose the ball we're in trouble so the intelligence of that player and that's something Ronnie told me and going back you know you've asked me what's the difference well I don't think the principles and the basics of the game have changed that much Graham since we've been involved in it but maybe fashionable in the phrases that they use you know.

Q Moving back to both Vialli and to Arsene Wenger err they both arrived at a club which were a typically English clubs...

A Yeah

Q ...with English habits

A Yeah

Q Actually beer and chips after...all that stuff did they change the culture of that club?

A Straight way err...

Q What did Vialli do, what did Wenger do?

A Well straight away get err an Italian chef in and you know not as many sauces and err eat the right foods err and also one of the things that Luca was he grew up was that when you step on to that white line to train and Ray Wilkins actually told me this about when he went to AC Milan one of the things that first hit him in the face as soon as the players walked over that white line to train they were ready to train. There was no 10, 15, 20 minutes getting ready they were ready so if somebody wanted the practice to start there and then they new that they could adapt err... and Luca had that and he got very, very frustrated with players when they couldn't adapt to that mentality and you know when, when he used to join in or when he used to be finishing and sometimes I've used this since I've been here he used to ...to miss the target you know like to shoot at goal and to miss the target he used to go crazy with himself because he puts demands on himself and those demands he felt would help him to meet the targets he wanted. He had a great career erm but he got frustrated with players who didn't, who didn't go along with that err. Arsene was err again Arsene would get more quietly frustrated he would show it more with the staff than he would with the players...

Q Honestly?

A ...very much so erm and his practices were marvellous he had such brain for innovation and transition if you like and erm it was just he was very ahead in the practices he put on...

Q ...just the session?

A ...just the session

Q ...or linked to the game?

A Yeah, yeah all match related but the things that he used to do err he used to love he used to love people who had fast feet in certain situations and he used to call it match tempo in certain areas and he used to like to train at match tempo which we all do.

Q Yep

A Obviously when you've got the best of the best obviously the more erm and of course we used to work and still do on, on what they were famous for and you know 2 or 3 years ago that was you know 2 or 3 passes and the ball was in the other net

Q Yeah he calls it power play doesn't he or power ...

A Absolutely

- Q What you've just said there strikes resonates with something else I'm doing erm he came into a difficult situation Arsene Wenger in as much as he had Tony Adams, he had er Winterbur, Dixon all established top players they were all established top English players with their own engrained English I call it English you know British but those habits about oh we do this as a football club and to win them over to the other way of doing it and change the club around.
- A Well I think they found it strange at first of course because of all of a sudden he's changed the fitness, he's changed the diet, he's changed the mentality of the players erm I have to say that the training wasn't as intense but when they worked they, worked they you know and it wasn't for long periods you know telling me the hours difference from, from obviously the late 70's to early 80's to now I would say that training is not as long and it's not as intense for short periods but not for long periods and also of course you know when your talking about to go back to your first question preseason you know I was lucky that at Arsenal I worked under... I worked with a guy called Antonio Pinteze who was second coach at Juventus and he's now at Monaco and he also lectures in Turin University erm and then Tony Colbert at Arsenal who's an English guy who's again very good at adapting to a players injury when he's coming back from that or his fitness regime and these guys were would put really good sessions on but they wouldn't be prolonged sessions if you like so for instance like at Arsenal they never did more than 12 minutes only preseason where as when we go back you remember running on the sand or what ever you know and we, we used to be like you know...
- Q Kill em...
- A ...2 mile runs and this that and the other and if the players weren't being more or less sick then they hadn't worked hard enough well that's, that's gone now that's gone and then of course as well the amount of fluids that they take in during and after training and then eating the right stuff within an hour of finishing practice.
- Q Did you have any, you have technical sport pro zone here obviously do you have a scientific support monitor?
- A Our sports science guy is the fitness coach Tony...for the FA and erm he deals closely with the obviously with the...
- Q You mentioned the Bridge before.... I forgot all about you working at Chelsea, I'm sorry.
- A Well I was lucky I mean I had Ruud there as well and it was Ruud's first job and then obviously we had Glen Hoddle there as well so we had a number of good ones you know.
- Q If you look at the, if you sort of I know it's a bit difficult to do it but if you sort of bunch the foreign manager together and the British managers you've worked under is there a big difference in how they manage - their man management style?
- A Yeah
- Q Go on
- A Well the foreign man is quieter
- Q What did the players think of that then?
- A It depends who your dealing with you know for instance when Ruud was at, was at Chelsea and I don't think I'm out of order in saying this was the players used to see their backsides if you like if they weren't told they weren't in the

team and his answer to that was well Capello never used to tell me when I was at AC Milan so why should I tell them but of course you know the British mentality to the foreign mentality is why aren't I playing I wanna play every game I wanna play please tell me why what do I have to do blah, blah, blah so then the players would have to go to him rather than the other way around where as the British mentality is well if your not in the team I'm gonna tell you and I'm gonna tell you why your not in the team erms and that's what he did and that's how mark does it here... we've played all over the place but that's the way mark likes to do it if your not on the team then I'll tell you and I'll tell you why erm where as actually some people will think well the team pulls up blah, blah, blah and then their paranoid cos their not on it and I've got to get on it so I'll go in and see the manager myself and then the manager says hang on ...who also you've got to remember the amount of time that the managers now have to give, the manager and coaches have to give to the press is enormous...

Q Oh absolutely

A ...so also their time spare is err

Q What was the err, do you think it's a bad thing that their too quiet does that indicate a lack of passion?

A No, no, no not a lack of passion no, no deep thought but err for me I would want to be told I'm not playing and I think that's that's you know that would be 95% of the British mentality.

Q Yeah

A If I'm not playing tell me you know

Q What have I got to do???

A Yeah exactly rather than well go home maybe the foreign mentality I'll let you go home and you think for yourself why your not in the team and maybe that an intelligence part of their game that might be what if situation and the coach questioning you

Q Yeah that makes sense as well doesn't it?

A Yeah rather than, rather than you know the coach always giving the player the answers he might be saying well hang n a minute your not in the team you work out why your not in the team

Q Did Rossie never like, like we've all I've done it like I did it a Melwood one time when he wasn't playing obviously Matty over there throwing cups and stuff all that did he ever do that

A No I never saw him throw never saw him

Q Gullet or Vialli,

A No one of the thing that Arsene didn't do either was actually give, well this is different this is something and I believe Jose Mourinho doesn't do this at the end of a game he never says well I saw never very rarely if ever apparently stands up in the middle and goes a, b and c so for instance they lost to Middlesborough on Saturday err my understanding of him is that he wouldn't have berated his players he wouldn't have had a debate at the end of that game he would have waited until one or two days after then he would have had all the evidence his emotions would have died down he would have been able to watch the video probably with more of a perspective and said right and the reason why I believe they don't do it and Arsene didn't either was that your emotions are running so high at the end of a game and your adrenalin, possibly your frightened to say the wrong thing...



- Q Yeah
- A ...you know
- Q Yeah that makes sense
- A Now that is also to do with also the personality of the individual because you know there are certain individuals who wanna do it and are happier doing it and there are other individuals who don't want to do it or, or prefer to go the other way so there's, there's a balance isn't there
- Q And you've seen both sides of it
- A And I've seen, I've seen both sides and err...
- Q Players against the wall and everything?
- A ...I think the other thing as well is the interesting thing we've gone on about coaches is half time and you know the, the influence of the half time now with it being 15 minutes you know before Graham you know were taking tea and things and you've got 10 minutes and your like hurry up sit down blah, blah, blah you know and folks right I've got to get into the talk where as now with 15 minutes what do you do how do you use that time to the best of your ability you know now do you as soon as the players come in do you go right here we go this is what were gonna do but then you might have another 10 minutes of complete when „inaudible“ whatever how do you handle it now different people handle it differently Arsene handled it by letting the players sort it for about 8 minutes and then you know talk between themselves while he talked with his coaches and then he would give them 3 maximum four points go bang, bang, bang, bang and then out you go second half. You know.
- Q Yeah
- A Whereas there are others...
- Q What does Mark do?
- A ...well Mark, Marks more of erm probably the British type of manager where you know after the initial 2 minutes then hell go and have his say and then Bob will have his say. And then obviously...
- Q Bob still here is he...?
- A ...Mark Bowman assistant manager and then obviously er well I'm the coach and I might just go individually round players you know in that respect because again you can hear to many voices so some times you'll try and do it individually. But if at the end of it there's too much time to kill then you might hopefully as a coach you'll come out with two one or two decent points that might help you.
- Q That's funny cos when we played Notts Forest in the youth cup er we ended up beating them and I think we played at Forest ground not the city ground 3-0 at half time and I saw Cloughie go into the changing room and I thought its gonna be hard this second half he's gonna get right into these and apparently he went in and was out in 30 seconds time and he told his staff that was Liam and erm Liam and, and he said those two came apparently and what had happened he'd gone in and said right coaches get out he said right you lot whatever he called them and you do call them names you got yourselves in this mess you get yourselves out of it. And just left the players to it. But I'm not kidding though ...amazing!
- A I'll give you an interesting one, I'll give you an interesting one arsenal were playing at Man United er they lost 6-1 at ... a few years ago they were losing 5 at half time er I spoke to I wasn't with the lads I was actually funnily enough with Mark we were with the welsh team in La manga doing some er... It was

an international break, and erm... I said to him when I came back I said er what did you say to them at half time and he said err 1,2,3 but he said if it happens again he said then I'll say to them „if you get out of this mess then I'll give you ten grand each“ or summit, aright then I said to him OK. And then I said to him but what would you have done then if they had got out of that mess I'd have said well „you were kidding in the first half and I was only kidding in the second“. There you go.

Q You don't expect that then do you

A No you don't, so psychology whatever you want to call it and I thought yeah I like that one. So yeah you know you were only you were kidding me in the first half and I was kidding you at half time.

Q Footballers yeah. Well done, cheers!!

A Psychology worked you know

Q You mentioned before about the type the style of play that influenced on you well what is the what is your ideal?

A I like players who can play with the ball...

Q I do to...

A ...and not back pass it you know I don't I mean listen in football there always a player but I think when you look at when you look at the way that Brazil play their football like everybody wants to watch Brazil and the way they've got a smile on their face and they enjoy it but the way they work hard with it.

Q They do they work hard

A You know your looking at your Arsenal and your Man Uniteds and Liverpool I love teams who can play out from the back I've got nothing against the direct pass and the pass going in the net but I want to see I want to see the game...

Q ...when I was a kid and I was ingrained the pass and move it was interesting before you know that was just me all the time and all my team played like that, I like to see that as well, do you think that.

A ...and, and with a tempo though.

Q Oh just a bit

A We played at Everton on Saturday as you know against ten men erm one we didn't show enough intelligence at times to get round the back err two our tempos to drag the ten out you know like everyone was fantastic and the crowd were brilliant as well absolutely unbelievable the team but our tempo was still too slow.

Q You need that intensity don't you, you need that intensity don't you?

A Course you do.

Q And I think I just said psychologically ten men you stop you just drop down a notch don't you I mean you don't mean to but you do...

A Plus the fact they played on the Wednesday against Chelsea.

Q Its true, its true. Does erm do they Do you think that err Arsene Wenger has done a good job at Arsenal in term of improving the club culture professionalism, lives of the players does he...is he one of those who takes on stuff from the cultural stock like...everything?

A Everything, everything. He wants err, he wants a say in everything he err he err as I say he has a vast knowledge of many, many subjects erm... you know for instance he's had a big say in the development of the stadium right now he's had a big say apparently in the stadium as well he look at the plans. And in the plans for the home dressing room they had a great big pillar in the middle of the dressing room and he went that's not going there you know

- Q Architect as well?
- A Absolutely he said that not going there erm now for instance the training ground the whole of the training ground, the training ground is 24 acres it huge like...
- Q And do the kids train there as well or...
- A Yeah, yeah it's all on one site he developed the whole lot he said where he wanted everything where he actually wanted the, the baths, where he wanted the swimming pool where he wanted the pitches erm where he wanted the dressing room, where he wanted the boot room - every everything and eh apart from obviously the medical room but err yeah, yeah no he's had a massive say. Obviously I, I, I admire the man greatly and I was you know to be honest I miss him I miss Arsenal because of the fact how much knowledge I gained there you know but I've got a great job here and obviously building on it but I've still got that friendship with him you know.
- Q Mark's, Mark Hughes has done a he's done his pro licence and he's done that thing at Warwick business school ...
- A Yeah, yeah
- Q ...and that's a, that's an attempt in some ways to get English coaches to the level of foreign coaches to do think in general foreign coaches are better prepared than English ones?
- A Erm
- Q You've mentioned about Arsene having a bit more intelligence and being able to talk to the press...
- A Well I think that probably they, they go through the, the whole system probably in a little bit more detail than we do if you like but I wouldn't knock, I wouldn't knock our system either and the courses that were on. I mean I'm doing my pro licence right now and I've thoroughly enjoyed it you know the, the amount of detail and, and the areas of the game that it covers are great so I wouldn't knock that. I would, I would what I would say is probably they have spent more time watching us and others than we spend watching them
- Q That's interesting you say that I'll tell you afterwards why I'm laughing at that one...
- A That's something that you know maybe knowing you from along time ago you said you went to Ajax and I was always the one can I go here and can I go there and listen coaches are all you know, were all thieves aren't we?
- Q Oh absolutely
- A Me and Mark live for the game and we're trying to develop it more so...
- Q Yeah
- A ...erm but no its interesting that when Marco Van Basten was done his err Dutch pro licence he came to Arsenal and...
- Q ...did he really?
- A ...came to us and spent 3 days looking at the training and whatever errand a great guy a lovely guy as well...
- Q for somebody so .....
- A ...absolutely so that was that was interesting so I wouldn't knock our game to much because you know there's a lot of people who wanna come into game and we knock the foreigners coming and yet why do the foreigners wanna come because of the, the passion of the supporters, the crowds the passion of our players to play the willingness of our players everything that goes into it you know so err its interesting.

- Q Moving on from that I mean its obviously on the outside looking in and I've spoke to Benitez I'm hoping to get Mourinho erm but how do you rate on the outside how do you rate the work they've done? „Cos they've come into err into clubs and changed the club round a little bit imposing on standards and everything?
- A Liverpool had obviously Gerard before you know and err Gerard has done a, done a marvellous job as well and erm so I would have thought that that was more on, on the, the Wenger type of what to so as well obviously now erm Benitez has come in Ranieri has come in and I've, I've been fortunate enough to, to meet him a couple of times in terms of when we've played against Ranieri and I like the man.
- Q I do
- A And I like how open he is you know I think one of the things that we talk about British coaches to the European coaches or foreign coaches is that foreign coaches to me seem more open than the British coaches. I think we're getting there and I think its better now when you go on the courses for instance the British coaches are more prepared to share whereas before you know you'd be in the class room...
- Q With Charlie Hughes!!!
- A Yeah and I think also there's always been two or three or four who'd be willing to speak me for instance because I've got a big mouth and I like to share you know and erm ...the foreign guys they are prepared to share Ranieri was always so, impressed with how open he was and his knowledge as well erm but also when you look at his mentality it's probably what George Graham said years ago if you get if you get top, top players organised and working as tight as possible for you then I tell you your not going to lose any football matches.
- Q Absolutely and of course then you get the best players and make then work hard...
- A That's right
- Q ...how man united brought their sessions as well
- A ...so err I've been very impressed and I've been very impressed with how they've gone about it you know and to do what they did last year Liverpool with the Champions League was unbelievable you know erm
- Q [Benitez] never moans about injury does he, just gets on with it
- A Yeah takes it just gets on with it and er you know funnily enough as well you go back to Arsene and erm Arsenal played a European game one night and drew one one he wouldn't take it out on the players he would sometimes take it out on the staff I hope he don't mind me saying this...
- Q ...no it won't its my it's my copy
- A I went into err we went into the room at the end of the game at Highbury and then he said he was all quiet very quiet and I'd only been at the club two months it was so quiet and I said I think we missed Dennis tonight. Dennis Bergkamp weren't playing and he went „I don't like that excuse, I don't like that“. I said well why he said „because you're trying to make a hero out of somebody who couldn't play.“
- Q Honestly?
- A What you're trying to basically do is shift the attention away from the players who could have done something
- Q Yeah, yeah

- A To someone who was injured and couldn't help us anyway so why mention it?
- Q Yeah so he's out of the equation
- A So it's like...
- Q OK
- A You know what I mean
- Q Lesson learnt
- A Yes try to mention the other player cos they can't do anything about it at the time so why make heroes out of them
- Q I, I've interviewed Benitez, I'm gonna do him again er Norman Gard is a good mate of mine... and he came across the saying humble talking for hours to me like yourself you know 15 – 20 minutes and just talk, talk, talk
- A Yeah, yeah
- Q Going back to foreign coaches next to last question now erm
- A Well you better talk about Mark cos we haven't mentioned Mark yet
- Q You better had do I'll get Mark in err actually we'll get Mark in, in a minute funnily enough. Erm do you think do you think that there will ever be a time when the foreign coaches will stifle the English talent coaching talent for the top jobs?
- A I think there's a danger
- Q There's Sam now in the frame and...
- A Yeah I think there's a danger I think we've got to be careful er like I said to you and I think also why not, why not are British coaches going abroad to work now is it because like well they don't they don't accept us over there and yet we'll accept them err... I think its, its tit for tat yeah I would have to say that that there has to come a time when there's got to be more British managers working at, at the top clubs yes erm but it might be one of them cycles that that the game has its ways of throwing up at times you know and err you know hopefully there's, there's quite a few of us out here who, who, who are gaining knowledge off the people that we've spoken about and can put it too good use erm working at at err at these great clubs
- Q Yeah I think they deserve a chance particularly Sam cos I think he's done a great job Sam Allardyce
- A Well I think I think you know and also when you look at the em when you look at the, the amount of foreign players that have come in as well I think were all the same we don't mind at first they come in and there top players and they apply themselves properly blah, blah, blah but err we're bringing in lesser players who don't apply themselves properly cause a headache, stop out younger players coming through our younger talent now we've got a problem
- Q Yeah
- A I think what we have to do is they have to come to our country and except our culture, the way we do things and of course asking questions of how they do things marrying them together and getting the best from it. It's the same as us if we went over to another country then we would have to accept their culture and their values...
- Q Yeah...
- A ...and their principles and then hopefully in time they would also accept ours if they felt that they were worthwhile to them.
- Q Do you think Ruud and Arsene and Luca Vialli did that did they adapt to our culture or did they say I'm talking about the culture of the clubs as well did they sort of obviously they learnt the language presumably?

- A Yeah, yeah
- Q They're all fluent English and that helped but do you think they, they adapted and brought their own ideas
- A Yeah I think they did well they brought their own diets and ideas but they adapted well to the club and they new what the supporters wanted. So I think yeah, yeah very much so and they, they were they had they'd been at big clubs anyway and they had they had the mentality of big club people anyway so err there wasn't a problem in that respect
- Q Last question, you can bring Mark in now
- A Yeah
- Q What do you think makes a successful premiership manager?
- A Well first of all a person who's well organised...er secondly a person who has knowledge and experience of, of er what is required er I would also have to say someone who delegates. Delegation is a big word and also er...
- Q Do you think its important to have to have been a player „cos Mourinho and Benitez have all been P.E. teachers
- A No, no, no, no
- Q And Arsene hasn't?
- A Not particularly I think as long as you've got as long as you can go out on the on the football pitch and you can get your ideas across then you can gain the respect of the players in that way and of course it helps I'm sure it helps because they've been in more situations they can also they can look at an outside point of view as well if you like so er no not necessarily I think if once you go on that training ground if you if you can inspire your players and get your point across of how you want to do things...
- Q Yeah
- A ...then why not?
- Q What quality you mentioned er...
- A ...er I meant delegation er I think also er bring the right people into the club
- Q Players and staff?
- A Players and staff that's very important you need to have to right values and discipline and organisation to man to be obviously to be the leader and to demand off, off others only what you expect from yourself
- Q That's a good shout that.
- A So like imagine on everything if your not prepared to do it either then they'll go well hang on a minute he, he you know the boss is Mark's very good at that everyone knows who the boss is he's very good at delegating and very good at looking back and watching from the side at what's going on...
- Q ...and trusting you
- A ...and trusting
- Q That's the main thing if your going to delegate let them get on with it  
Fantastic Eddie it's a great pleasure talking to you mate thank you very much for that.

## **2.15 Interview with subject 15, 'Brian' in his Aughton home 22<sup>nd</sup> October 2003**

- Q Right first of all it's just like change in football really more or less the game itself you know like, going back a bit now - only messing. You know when you first started was there much or any support for you as a captain of a team and on your debut and that, what sort of support was there for you as a player? Medical support?
- A Well I mean.
- Q Any scientific?
- A Nothing, nothing in like the case of today is it? I mean they had a physio, Everton had a physio, I think they were one of the first clubs to do it. No one bothered really but they had been with St Helens and er, St Helens rugby team.
- Q Yeah.
- A A few of them use to come through and get treatment off him from time to time didn't they so that's why he got a bit er (inaudible 006). But er they were the first, I think they were the first team to apply for full time...
- Q Physio?
- A ...Physio, yeah.
- Q I know cos I've...
- A ...funnily enough didn't travel with the team at the time.
- Q They didn't travel with the team, when you need them most!
- A Well you know Tommy Eggo was still the er still...
- Q The trainer?
- A He'd done his, what do you call it? His FA badges, FA medical badges and things like that so that's what it was then yeah. Then obviously as it got a bit more statistical you know the er the physio started. There was no er nothing like that no.
- Q I remember seeing a picture of you as well in er Belfield sometime, someone had brought it in and you were only a young lad and you had like, I think you were training in the indoors when it was first built and it was like a shale wasn't it?
- A Yeah, Yeah.
- Q And you had like a pair of Dunlop white flash pumps on.
- A Yeah that's what you got. When I left Everton er and went to er Sheffield Wednesday I still had the same rubbers that I'd been given when I signed pro.
- Q Get out.
- A Cos I never use to, I never use to wear rubbers anytime I just use to er play with my studs (inaudible 013). I can't stand them now and I can't stand them blades.
- Q Who's that er Swedish fella you told off for that?
- A ...I can't stand those blades either.
- Q Oh I thought blades were dangerous.
- A Stephan Rhen, Stephan Rhen.
- Q Stephan Wren that's the one, I remember him.
- Q And I don't mean the things Gray I've never seen so many players slip over so often in them have you?
- Q Yeah, Yeah.
- A They've changed now. I mean the quarter of an hour of game, the first quarter of an hour of every game you watch the players are all...
- Q They're finding their feet.

- A When you look at them you see them with the rubbers and blades.
- Q Someone gave me a pair to try on in Tranmere and I couldn't wear them I gave them back.
- A No, no but I mean there was no er I mean there were just tried and trusted methods then wasn't it I mean.
- Q Nothing science, nothing scientific at all.
- A No, nothing no, it was just experience wasn't it You know that's what people worked on then wasn't it you know. I mean I've been saying a lot of things like I talk to John Mercer like about it and the things he talks about in football are the things I was being taught forty, fifty years ago.
- Q So it's gone full circle.
- A It's gone full circle of course it has Gray. I mean people put a label on it and write a book about it but it doesn't make a lot of difference.
- Q Well, funnily enough that's what I'm doing now I was saying to Terry yesterday and er I really get brassed off when I read stuff about people who write about football. There is a classic now, a fella has written a paper, an academic paper, on youth training scheme and he has never ever been to a ground himself in his life and he's writing a paper about that!
- A Yeah, who is he?
- Q A fella from the er University of Central Lancs .
- A No – there was er another Russell who got involved in the FA and started his er. . .
- Q Robin Russell?
- A Robin Russell who is the son of Dave Russell who is the secretary of Tranmere for years.
- Q That's it, that's him yeah. But that's why I'm trying to write about stuff so people like yourself whatever you say is what happens. Rather than, these people put little theories together and it's all like, it doesn't happen it doesn't happen in football. Going onto coaching and all that you know like, towards the end of your career what was the coaching like compared to the start of your career? Was the coaching more scientific? Was the coaching more organised? Or was it . . .
- A Er, well when I first came in Dave Shannon's er dad Les Shannon was the youth coach of Everton then and erm he was, he was, I mean there wasn't a great deal of difference to what it is now Gray to be honest with you. He's very bright, knew the game, he er obviously he was well into technique and everything and things like that you know it was er, he was a very sensible player, coach. Then he, I think it was one of his first jobs cos he moved on and ended up manager of different places and turned full circle then the last I heard, he won't be now like, he was er youth development at er Arsenal quite a few years back.
- Q Yeah, yeah I remember that yeah.
- A (inaudible 036)
- Q But er what I am trying to dig at really, not dig at, but as a player were you like, conscious of the changes and were you looking to change or try things or did you just go with the flow?
- A Well no I was always, I was always very interested in football anyway Gray.
- Q Yeah, you can tell that.
- A I use to what do you call it, I mean before I started playing I use to be buying all the football magazines and everything and particularly „World Soccer“ like.



So when it came to making me debut I knew all the players I was playing against you know playing for...

Q Inter Milan.

A Inter Milan you know like Suarez who was European footballer of the year and er they had they bought a German fella called Simallera who only played in European games, you know I was always interested in football. World Soccer then added like a different slant to it then just buying football magazines. You've got, even then Brian Granville was writing it and you got different slants on the game so I was interested in all the, you know, and as your game developed you just, coaching almost became part of what you saw in the game yourself or if you were interested in the game how you would...

Q Pass it on.

A Yeah. Then I did my badge when I was still playing as well me er...

Q Full badge?

A No, not me full badge I did me er intermediate one then and then I did my full one just after I finished playing so you know I was always interested in that side.

Q Yeah that's changed quite a bit I'm going to have to speak to Robin Russell about that. But have you noticed any changes in the game? You must have noticed a big change in the game now in terms of, not from a coaching point of when you went into coaching like the technical awareness now, when you started playing yourself, the Cat was, he did technical he was quite up on that wasn't he?

A Yeah, I mean he didn't come out and coach or anything like that but we added that. I mean I played with top class players like, you know and top class players have all got top class football brains haven't they?

Q Yeah, Yeah.

A I always found that. You just worked off one another and just gelled and but... he could just change a game at half time with certain things like he was one of the first ones to get us playing 4-3-3 then 4-2-4 and then 4-4-2 you know. He was one of the first to move with the times with certain things like that. But I mean you did it anyway cos I mean as I said you are playing with top class players and they just and one of the things about it was more than anything was he was quite er defensively sharp.

Q Yeah, yeah, yeah.

A You can't build a team unless you play, unless you get a good defence side first and foremost, it's the basis.

Q I've been reading that, I've just been reading Brian Clough's one. Have you read that, have you read the one „Walking on Water“?

A No I haven't read that Gray.

Q I'm like you I eat autobiographies and er he's sayin he says that... he slaughters Keegan in it.

A Yeah, oh you can't it's just a (inaudible 059). I remember years back even just days, I'd not long gone there but and he was all over the place and he just came and said "number three, play left back" you know and that's all he said you know. He was a great believer in just putting people in positions and just letting them play their position and hold their position and play the position you know, and you can't do that if you haven't got the spine, good defence and a good goal keeper.

Q That's what he says yeah. Liverpool always said that as well to be fair.

- A You are never going to have a team are unless you can ...
- Q What do you think about these er, like these Christmas trees and these diamonds and all that like?
- A ...I mean at the end of ... I mean, some of them coach for the sake of it all and talk for the sake of it, I mean Terry Darracott I mean what he is Gray he is signing the best players isn't he?
- Q Yeah.
- A Instead of doing the basic things right and just getting the defensive things right and then work from there. At the end of the day you're as good or bad as your players aren't you?
- Q Absolutely.
- A I mean you can organise them and everything else you know, I'm a great believer in that you know organisation and then let them play within the framework of the organisation like.
- Q It's funny you say that cos that's the favour I'm gonna ask you later on. Er I'd like to speak to Eric, have you got a number for Eric, Eric Harrison? I'll tell you why.
- A I spoke to him like about two weeks ago, I saw him at Preston.
- Q Cos I remember going there one time erm, to like a youth coach thing and erm we went to the cliff and he said, he got me to one side and I've said cos I remember when we had him at Everton with you, he was a good mate with you as well like, I just looked up to Eric so much cos he just knew what he was talking about, like yourself. I went and er he got me to one side and said „all this stuff they've been putting on here is a bag of shit“ and I said „why?“ and he said (inaudible 072) and I've gone like that you know trying to pick up a little clue here like and I said „what's that then?“ he says „what I do now“ that's why I clicked on cos he use to stand upstairs on the cliff didn't he? He'd never come down.
- A Ah I never went, I never saw him coach at that level Gray.
- Q Cos when I went there with the A team you know even at Tranmere and Everton as well he was always upstairs I'd speak to him before the game and have a pint after and all that with him. And er he said that in training now I'll go on and give them a problem and I'll say like one of the things he did he played erm seven v seven and he had one sweeper but the other six v six man marked.
- A Yeah.
- Q And the only person who could tackle you is that person and the only person you could tackle is ...
- A Your own person.
- Q Sorry apart from the sweeper and the goalies and he said it's problem solving and they have got to make their own mind up about how they are gonna do it. I'm thinking ... but what he was saying is sort of like you trust players and let them make the decisions on the pitch.
- A Yeah.
- Q Cos they've gotta do it.
- A A system - yeah give them the organisations when you haven't got the ball. You know what everyone has gotta be doin and knowing what they've gotta do and if they're not doin it just go straight away and say „when that's in there you should be doin that“ simple as that.
- Q Yeah.

- A You know when we haven't got the ball you should know everyone should know where they should be.
- Q Yeah.
- A But when you've got the ball I mean that's when you've gotta make the decisions.
- Q And be creative and let them express themselves.
- A Yeah, yeah.
- Q Going on to the time as a manager then I mean you said that as a player you embraced change and you were good with change. As a manager did you find it hard convincing players and I've got a few questions as well about being a manager and affecting change. Were there any difficulties I mean you can name names or you can leave it blank? Were there any difficulties with players when you tried to, you took over as a manager and you tried to sort of, not stamp your authority on the place but you sort of wanted to be a bit you cos you were different to what we had before. Did you find any players, what were the difficulties with players first of all?
- A Oh yeah you do a little bit yeah cos I mean, just thinking about how to word it.
- Q A more intense one.
- A Yeah er, once you get players past 25, 26 they start to think that they...
- Q Know it all?
- A Yeah well not know it all but they get very set in their ways and then it does become more difficult. You know, the prime example of it was er just after, just before I took over er I'll say Kevin Ratcliffe but don't name names. He was on about I want to go and play in Europe cos he wants to test himself like you know cos he could run. I know Kevin Ratcliffe could run and the pace of him but he couldn't kick a ball properly. The next thing is you've got him talking about he'd love to go in Europe so he can test himself and make him a better player and all that. Not become a better player because he thinks he's good enough to go and do it like (inaudible 095) but once your pace goes, which it did and he had quite a bad injury anyway.
- Q He did in his groin yeah yeah.
- A And he just... once that yard had gone he became very ordinary, couldn't pass it, couldn't... wasn't outstanding in the area or outstandingly quick so running back to his own goal you know what I mean? But going the other way he was just ordinary so that was a little bit of a problem and then...
- Q How did you get round that? Did you have to tell him?
- A Well er as straight as you can be in it. Then the other one was like, once you get that group of players it's not really about coaching or anything else you get that 26 or 27 year old who've had a bit of success then they start bringing (inaudible 101). Which is nothing to do with football it's not basically to do with football it's a bit of envy, jealousy, it is in a way to do with football but if it was just a football problem then you could work on them but it's not it's a human problem in it?
- Q Yeah,
- A You know there comin in and there young and fresh and maybe they come in on better contracts or it's a funny one Gray.
- Q Did you find that hard haven't to ...?
- A Yeah integrate them yeah it's nothing to do with football is it? All you wanna do is to coach and be out there and watch a game and all that and then all of a sudden it was time for transfer all of a sudden like you know.

- Q Yeah
- A You've got these young ones comin in and these no-ones who think that there „Jack the lads“ like, well they have done well like to give them their due but they aren't as good as they thought they were you know. All of sudden (inaudible 110) you know things like this like it's nothing basically to do with football it's to do with your personality and their personality then in it you know.
- Q Did you have any I mean battles with anybody in terms of like ...
- A No, Ratters became a problem didn't he because he had a strong personality you know a bit of a chip on his shoulder one of them you know. Then the next minute he's sayin, not to me but there was er I knew he was on about he'd been forced to come back too quick, which he hadn't been like you know.
- Q You wouldn't do that.
- A No that's what I mean we'd been guided by medical thing I always have been I've never ever made a player play who wasn't a hundred percent fit or was told to be by medical people that he was a hundred percent fit. So then you've got, he's in the dressing room and it's ...
- Q Poisonous then isn't it?
- A Exactly, and that basically it's a football problem but it isn't if's a personality problem isn't it?
- Q How did you go on in terms of... see what you're trying... I'm trying to read between the lines of what you are sayin to fit in with what I'm tryin to say. It's like a culture thing then you've got like two sets of culture, you've got like the old school culture and the ones your bringing in culture.
- A Yeah I mean even like because even though it's only three, four, five years difference that's a lifetime in football isn't it? You know an age difference of twenty two, twenty three to twenty five er sorry to twenty six, twenty seven, twenty eight it's a lifetime isn't it and it's another five years before there dead and buried isn't it so to speak. I'm just bein a bit hard in that way but it's a fact of life isn't it.
- Q Yeah.
- A And erm I found that bit tough I must be honest cos I didn't think basically it was a football problem you're doing things or having problems with people that has got nothing to do with football like you know.
- Q You see I always thought, just switch it again, I always thought, and you'll probably hate me for this like you probably didn't have any confidence in yourself, I thought even when I was working with you.
- A Yeah on occasions like that...
- Q Oh no, I thought you did well with that, with the press I meant as well I thought you did well with the press but you seemed to think you weren't good with the press.
- A But it ended up a whole thing you didn't want to be involved in basically Gray.
- Q But I thought you were good at that you see.
- A Yeah, but I didn't want to be involved in it to be honest with you and then that becomes something you don't want to do in it, then it's a battle with yourself in it to do it like.
- Q You've gotta do it
- A Yeah you've gotta do it and I didn't want to do it – all I wanted to do was to get up in the morning, go in there and work football like all day and then go

and watch a game at night whatever like it didn't bother me that, that side of it. But the other side I didn't enjoy and when you'd start getting problems because er you lose a couple of games and your buys aren't right or your buys are wrong and it just becomes a whole er nothing to do with football as far as I'm concerned.

Q Did you bring much home with you Col?

A Yeah, yeah you always do it's a twenty-four hour job you know which is another thing. I mean I always knew it was a twenty four hour job but as a coach it was just bring a video home and watch that and sort that out for two or three hours.

Q Yeah.

A The other side of it was bringing back ...

Q Problems and that?

A Yeah you know er someone said, like I went, well I did do, I went to Spain to try and sign er Hughes when he was at Barcelona and he went into Bayern Munich anyway it didn't work out, tried to sign Rushie you know and your tryin to keep it quiet and people are asking you question about it. Funny I didn't you know, it wasn't the side of the football that I ever enjoyed.

Q And yet you see I always listen to Thommo, Thommo reminds me of you cos Thommo is a football man like yourself.

A I just think it becomes too political to be honest with you and you've gotta be a bit of a politician which I wasn't like so you know.

Q Some of the foreign managers are good at that.

A Oh yeah, yeah I think what it is with them is that they're brought up on it you know. Because like come on, I'm from a different era obviously, I'm from the era before them which was I was just brought up on being a footballer, being a coach and enjoying that not as much as being a player like obviously, being a player, being a coach and all of a sudden the other stuff was thrust on me which I didn't enjoy, didn't want to do.

Q How did you manage with the board then in terms of any changes? Were the board supportive of the changes you had in your mind?

A Well no, they were alright yeah, they were well, for two years er two and a half years nearly obviously when your not havin results but for the first couple I mean like you go fourth, you get to a semi final, you get to a final things like that and then the last year or the last year or so when all of a sudden they don't like being involved. It's alright when they are getting the glory yeah but all of a sudden when they are getting mentioned or (inaudible 156) something like that they don't like that, they don't mind when your getting it like but when they start getting it or we are in the golf club and somebody starts blar, blar, blar or something like this then all of a sudden they don't like it you know. But then that gets put on to you and he's starts showing me letters that people have written in about one was a horrendous thing it was scandalous.

Q About the team or about you?

A No, no it wasn't about me actually but it was about Paul Powell and Lyonsie being pissed in ... so anyway er I got er, it was send to him Carter and it was givin to me (inaudible 163) so anyway I got hold of Kevin Dooley [club solicitor] and said Kevin find out about that.

Q Yeah, so the solicitor came in to do that.

- A Yeah, so they went over, turns out it was an old, well not an old lady but more than a middle aged woman, had written into him and had heard something when she went to get her fuckin papers like you know!
- Q Oh god third hand.
- A Yeah so the next time I saw him I said „I’ve dealt with that one“ and he said „oh“not what was it or that he just completely dismissed it and then you know your thinking fuckin hell like.
- Q Yeah just thrown a little one at ya. I know cos, it’s funny actually erm I read this in Clough’s book, I’ve nearly finished it, and he has a little bit of a go at his board of directors cos er he refers back to that Len Shackleton book.
- A ...those two pages about what directors know about football?
- Q And he says very similar to you about distancing themselves as well.
- A Yeah well they sense it all of a sudden Gray you know - board meetings they become a little, they are not so friendly you know or...
- Q Do they give you pointed question like that? Did they say „what do you intend to do about this“ and all that?
- A Oh yeah, yeah and you have to do them er a scouting report er, playing report, injury report you know literally, but as soon as there is a few problems like and it’s starting to come back on them...
- Q Then you know your out.
- A Yeah, exactly you sense it then.
- Q Can I ask, you needn’t answer if you don’t want to but did you ever again you needn’t answer if you don’t want to cos I’m only asking off the top of my head, as a footballer supporter really. You hear about managers sayin like they been givin like you’ve gotta win the next two games or they’ve gotta win the next game did that happen to you ever? Did he ever say to you, you must win the next two games or you need ten points in the next five games or whatever like?
- A No, no.
- Q It does happen though doesn’t it?
- A Oh, I bet it does Gray yeah, but no he just, you could just sense they, what do you call it the er, they just distance themselves from you then you know if it doesn’t start going right. Plus you’ve got fuckin, dickhead Neville walking onto the pitch and sitting on the post you know.
- Q No he didn’t do you any favours did he?
- A Yeah, but you know how big the dressing rooms where at Goodison, he’d stopped me and said five minutes and I said alright and I didn’t, it wasn’t until after the game when fucking Clive Tyldesly does an interview and he says er „what about the half time incident“ and I said „hang a minute Clive stop the camera I don’t know what you’re talking about“.
- Q I was there and I didn’t notice him there either Col.
- A I didn’t know he’d gone out so you just go alright blar, blar, blar, you’ve done your bit out you go. As it happen though we were 3-0 down and we ended up getting beat 3-2 by Leeds wasn’t it? So er, you know they fought back. But er you know your thinking that’s not gonna help either is it you know because it wasn’t like, it’s like him going out and to do his he’d come to protest like which he was a cunt anyway.
- Q Oh yeah he was he was.
- A I didn’t, if I’d ofknown he was there like you would of gone get that cunt back in here.

- Q I'd have gone out.
- A Get someone out to go and get him, but I didn't even know like cos the dressing rooms are so big and once you've said it they just wander around.
- Q Yeah and bits of kit everywhere.
- A And the rooms are so big like you know, he could have just wandered into the boot room or wandered into the treatment room or whatever like which is the way it was.
- Q So given your experience now then just give us, off the top of your head, what have you got to be to be a manager these days? You said a politician before.
- A Oh definitely a politician without a doubt yeah.
- Q Have you got to be a good tactician necessarily?
- A It depends Gray, I mean it depends what you wanna be doesn't it? You know I mean if you wanna be, I mean over at Liverpool how many coaches have you got working with the first team now?
- Q They've got that lad from er
- A Damiano?
- Q That's the one
- A Er Sammy, you've got Thommo, you've got a goalkeeping coach
- Q Yeah that use to be Joe but I don't think Joe is doin it still, Joe Corrigan cos he is Liverpool reserve coach now isn't he.
- A Yeah, so you've got four, so who does the tactics there? That's not including the manager like so there is five looking after eleven players on the field so who does the tactics? I mean unless he steps back and says you do that and I'll just be like the front man and be the politician.
- Q Well I think Houllier is a bit like a media man, I think he likes the media.
- A Well that's maybe best at what he's doing, he'll appear on the field and let them just get on with it you know just stand back and let the coaches get on with it.
- Q Do you think you need to be good when the actual media are there? Do you think you need to be good in terms of like a Stan Cullis type a sergeant major type have you got to be with players like that these days? Can you deal with players when they earning so much money?
- A Not necessarily, but yeah how do you motivate a millionaire? That is a completely different ball game now isn't it? Whereas when I was playing and up to not that very long ago you were playing for your bonus, bonus doesn't mean a thing now when you earning thirty to forty thousand pounds a week. Who'd be bothered about a bonus that's just a little bit of greed at the end of it really yeah or that would pay for something if you've got another house or something like that won't it? But I mean what motivates a millionaire you know er what's gonna motivate Rooney in another four or five years if he's still in the shape to do it like?
- Q If he is? I think he may struggle me.
- A Yeah but I'm just saying what will motivate him cos he'll be a multimillionaire by then won't he? There is your love of the game, your love of the game er tapping in to that success, winning whatever you know that's how you've gotta ...
- Q Have you gotta be a certain type, you mention politician, go on ...
- A Plus the other thing about it now is the size of the squads in it, you know. You've the players who wanna play ever week, well if you wanna play ever

- week you'll work your socks off won't ya. You know or you'll get players who will be content to play fifteen, twenty games won't they.
- Q Who's that one they had at, I remember speaking to Thommo a couple of years ago er about a Czech lad Istvan Kosma but he said Smithy he thinks is a country club.
- A Yeah they do, even when I was working with er Sharpy [at Oldham] for while, you would get players there who come out the premier (inaudible 230) but getting them fit to get on the fuckin pitch was practically impossible. What is was, was they kept themselves in decent nick, looked good and had the money to buy all the fuckin gear and everything and he just couldn't get them playing consistently on the field because they always had an injury of some sort and two or three of them, out of the time I was there I didn't see them play! One was out for eighteen months, one was nearly two years and they were getting paid while they are doin nothing.
- Q What sort of obstacles, excuse me, we've mentioned a few of the obvious ones but what are the main obstacles, you can give me some examples with names and I'll edit them out I promise. What sort of obstacles do you think there are to mangers these days then? The press obviously.
- A Yeah, as I say though Gray the way football clubs are structured now, you go back to when we were at Everton, the youth time, just take it back to Howards time. He did the first team and I did it with him, you had a spell doing youth and reserves, I did that at one time as well, no kit manager.
- Q I did four jobs at one time.
- A They have got three physios at Everton now just to look after the first team.
- Q Liverpool have got about five as well, masseuses and all sorts.
- A Well they got three physios and a masseuse at Everton as well like so. The game is very money orientated isn't it I'd say just to pay the bills and overheads and everything now. You've only got to look at the youth set up down there at Everton.
- Q And even then it's not the best then either compared to other clubs.
- A That's what I mean but you look at it and the number of people employed down there.
- Q Compared to what it was when...
- A Well there was only you, Joan and that was it wasn't it?
- Q That was it yeah.
- A Yeah, you can be what you wanna be as a manager now can't you really now because of the structure of the club and the number of people in the club.
- Q It's interesting now the way it's er, I mean when we all got the bullet it was like a clearout and that quite often happened in the game didn't it. I mean you go in the game with your eyes open and you knew it was going to happen at some stage and you don't like it like, it still hurts you. But er now it seems like quite a separate thing between the youth and the...
- A I think that's why they set it up that way wasn't it, they were trying to get continuity (inaudible 252). Oh they are if you've been with a club since you were eight Graham by the time you get to eighteen, er seventeen, eighteen there shot at aren't they?
- Q Absolutely.
- A They just can't understand why they are not in the first team and then the next minute.
- Q They are banging on doors.



- A Yeah, well some of them are but some of them just don't, well I mean, just a little example there –England youth. I was going to a game there on Saturday at Preston (inaudible) do you know who little Scotty Brown is?
- Q One of the kids there?
- A Yeah, how the fuck he gets in I don't know but it's harder to get in than get out.
- Q Yeah it is yeah these days, in a new team.
- A And they only get in on recommendations. They phone Everton up and say er „we're havin trails send us your best four players“ well what you would consider to be your best four players. So anyway er he said „I've got a letter on me desk there“ [he's in his third yeah with us on this scholarship this Scotty Brown and he's a fuckin headless chicken Gray] „what off his agent“ his agent had sent a letter to Andy saying he's not getting a chance to play in the first team what the fuck – you know when you're a kid like you just go „what do I need to do to get in the reserves“ wouldn't yeah you know.
- Q Yeah of course.
- A Yeah and if he says your not good enough or this, that, your not working hard enough you just go here we go I'm goin have go. But it's his agent that typed me a letter sayin he's not getting a chance.
- Q Oh god. Do you know who I am gonna speak to soon as well? Sangy.
- A Oh well there you go. Sangy is alright he's as daft as a brush.
- Q I don't know who he's got, I haven't spoken to him.
- A He maybe Scotty Brown's I don't know.
- Q I don't know, I don't know I'm just sayin that. That's ridiculous isn't it?
- A You've got an eighteen old with an agent (inaudible 272). This Schumacher movin.
- Q There is two movements isn't there?
- A (inaudible 275) they were in the England set up when they were fourteen.
- Q Unbelievable.
- A And just before he signed er Schumacher er Liverpool had come in for him. Hally panicked sayin well we'll probably get two fifty, three hundred for him so I said „well fuckin get it now cos he won't be worth any money again to this club“.
- Q Honestly.
- A And he's got a contract now and the manager is talking about paying him (inaudible 281).
- Q Scary isn't it.
- A But Becky got released at the end of last season but he had a bit more talent than the others like you know but he was a fuckin useless. So goin here and goin there and Taff said we played TMS in a fuckin pre season friendly and one of them subbed him and they probably had him trialled there, at that as well like you know what I mean, and he's been in the England setup since he was fourteen.
- Q It's funny you should mention that actually because you know the Rothmans book I got the it's called the Sky book different class and when you look though it all the top clubs it's called either trainers if they are a bit older or scholar now and honest to god apart from one or two and there's not many in Liverpool but nearly, loads in Everton all about England youth, man united, England youth, England youth.
- A Yeah well ...

Q That fits in with what you're sayin.

A Well Paul Bracewell is er I bumped into him in the game er Bolton play their reserve games at the FA County ground have you been there?

Q No, no

A It's a nice setup

Q It's not the old Burden park is it?

A Not sure Gray

Q Oh, go on sorry.

A So anyway he er I talked to him like and he works for the er FA I think he takes the under seventeen's or something like that.

Q Oh does he? I didn't know that.

A Yeah he's been there for about a year or so now but give him his due like he often came and er scouted players at Littlewoods last year.

Q Yeah

A And he was doin the same watchin on of the kids er Bolton was playin Newcastle one of the centre half's that's in the England setup he's come to look and I said „I'm glad you said that because I think it's a fuckin disgrace the way you go about selecting players for England“ and he said „I agree with you“ he said er „most of them the coaches don't bother going looking“. They go on recommendations so you get, they do er about a three day trial at Lilleshall, those who aren't quite there they'll database them you know so if they are short of a left back I'll move them from Everton and then that's it they're in the system then.

Q That's ridiculous isn't it by recommendation

A They pick the team by what they reckon are the best players but that's only off what they've got off clubs like, not gone round and scouted them and had a look at players and...

Q ...and your thinking how many do they get in from lower divisions?

A Exactly yeah that's what he was sayin like cos he said „I take in two, three games a week like and I could go and watch an under seventeen, under nineteen game every Saturday“ but he said „most of them don't bother“. The worst of the lot is Dick Bate cos he gets...

Q Is he in the FA still is he?

A ...yeah, I think he does under eighteen and he gets a decent team together obviously because, but keeps them but there are two kids at Everton, there was three Schumacher (inaudible 314) and I said if they are the best in England then that's fuckin scary and we've got problems you know as a nation like if there gonna be and he said I agree with ya like but Dick Bate does that he just stays with what he's got so he may have them from fourteen and move up with them they do that some years.

Q But that's ridiculous that.

A Of course it is

Q Cos people grow at different rates and er how many rates of development have you seen in the game.

A Usually not a lot Gray but I mean the ones who are there they haven't I mean I'll give you an example er played erm Notts Forest in a youth cup about three years ago and er drew at Goodison luckily went there got beat, battered. They'd come to watch er I think Dick Bate and someone else from the staff they come to see Schumacher and Becky and that Jenas was playing for Notts Forest and he ran the fuckin legs of them. So he gets in the England squad on

- the strength of that then but if they hadn't have been, if they have been there that night and watching him and whatever.
- QS He'd of been nowhere.
- A But he ran the fuckin legs off him, he was fuckin box to box (inaudible 328).
- Q They haven't got much goin then have they.
- A No, so the next minute he's gone to Newcastle for five million and you now. But he wasn't in the England setup until that game, that night.
- Q That's scary that, that is scary.
- A So that was fluke, just before Christmas never forget it and they beat us anyway, they beat us three-one and it could have been five or six cos we (inaudible 332) and Jenas has gone to er...
- QS Newcastle.
- A Newcastle so that was that like. We were doin the warm down and Ray Hall came down to the dressing room to moan and they [England youth] were going to Brazil over the Christmas holidays to er play in er a little tournament but I said you need a fuckin calculator anyway cos the scores were like got beat two-nil, got beat three-nil, got beat four-one and than got beat five by Brazil like you know. So I said you need a fuckin calculator to keep scores against us with them. (inaudible 342).
- Q And he'll just throw it straight back and say well it's intemational they are all international, he would do.
- A Well that's the thing they're international, well we've got a problem then as a nation if there the best fuckin er anyway I think there out the England setup now like .
- Q Bit of justice there.
- A (inaudible 357)
- Q Movin on, go on, just two things, two more questions really. Do you think er is there still a culture amongst English club football or do you think the foreign managers/ foreign players have changed that? You know like at one time even goin back to, not when you were a player yourself but there was a time when players use to get bladdered Saturday nights.
- A Oh I think they've altered it a little bit but er it still exists doesn't it, it still exists cos that we're a nation of drinkers aren't we that's a fact isn't it? But it's hard to think now out of the players I mean they've changed it slightly haven't they? I think you've only gotta look at some of the incidents that have gone on so they have changed it slightly. There is a big improved diet haven't they but what we ate at the time we thought was the best goin at the time you know and it's the same now your told what they think is the best but I don't think they're any fitter and don't think they train any harder than I did when I was pro (inaudible 358) an then I did me own think again after that when I went home with a tennis ball like. So that's like your own personal motivation that, I think they have been introduced it to a certain extent but I think just, it would have come in that anyway Gray.
- Q I am glad you said that cos Sam Allardyce said the same thing.
- A It would have come I anyway cos everyone is doin the same aren't they? Asking everyone well you think you know what's the ...they'll have gone to the best dieticians the best nutritionist and everything else wouldn't they? It's the way football is it would have happened anyway.
- Q Cos England rugby are like that without any foreigners.
- A Without a foreigner, without foreign coachers or anything.

- Q So that's the thing I mentioned so the final question I'm asking you then is do you think that the English football has got a big future with foreign coaches or do you think there on a limited shelf time?
- A I think... the one thing they did bring in with them was the knowledge of, of er the best players in Europe you know.
- Q And the Bosman, that timed in with the Bosman.
- A And they knew and they brought them in you know and they could identify quick. We are isolated aren't we?
- Q Yeah, Yeah
- A (Inaudible 373) ...but they were right in the middle of Europe weren't they and had their finger on the pulse for the best players round particularly the French fellas, because the best French players even then weren't playin there they were playin in Italy more likely but they knew they could go and get Thierry Henry, we could go and get erm, Vieira and people and like that and they knew when we could... and although we were in it they knew all about them. I think that's one of the things they brought with them.
- Q Do you think they are better (inaudible 388)?
- A Oh yeah I don't think they can do anymore than er the likes of you know, I mean you've only gotta look at Ferguson's Record haven't you? (inaudible 380).
- Q That's a great one, I like that!
- A But it is to a certain extent Gray you know, they are not better, no worse than the better English or Scottish coaches. It's a case of the Emperors new clothes.
- Q You'll be fascinated if you read this cos I was at Bellefield this day. Did you sign Raymond Attaveld?
- A Yeah
- Q Or Howard?
- A No I signed him.
- Q Do you know what that twat wrote something in a book about Everton?
- A No
- Q It is a book by er it's called, what's it called, it's by Simon Kuper and er...
- A Yeah.
- Q I was at the game at Bellefield on the A team pitch, he didn't slaughter us, he didn't slag us off like that or he didn't slag you off or nothing like that, he didn't slag the club off but er I can remember the game and one of the things about the game, I might be wrong, my recollection might be different to yours. I can remember him bein up and down get it in the air, get it back you know all that. He wrote in his book afterwards before he went to trials he spoke to that Johnny Metgod who was at er forest.
- A Yeah I remember yeah.
- Q And said what have I got to do to impress and he said the English, not Everton, the English er love people who shout a lot in the game.
- A No it wasn't only that Gray, he was...
- Q (inaudible 394)
- A ...Terry had been to watch him as well you know.
- Q Oh had he? Oh I didn't know that.
- A Oh Terry had been to watch him in a tournament in erm it might have been...it was a tournament or they had, had a Christmas break or something like that and Terry had been to watch him, it wasn't in Holland. He said he saw him three times cos it was like...

- Q I thought he did great in the game.
- A Yeah he did, and he said „God he is well worth havin a good look at like“ he said the only thing is he looks a bit hot headed cos he got sent off in one of the games in the tournament.
- Q Yeah he was a bit like that as well.
- A Yeah, hot headed rather than nasty. Anyway what happen there Gray there were two games going on.
- Q Oh I don‘t remember that, go on.
- A Yeah there were two games goin on.
- Q There was one on B team pitch.
- A Yeah there was one goin on the b, and he got a spell in both of them and got tackles in and ...
- Q I remember him playin well
- A Yeah it wasn‘t so much the shoutin or anything but he looked mobile and he was only... he been to a club called erm Excelsior.
- Q That‘ the one I remember it yeah.
- A On the outskirts of Poland er of ...
- Q Rotterdam?
- A Amsterdam just on the er... I‘ll tell you er who has been there before him er Bolt he had come from there as well. So er I get him for two fifty which was like nothing but you look and think...
- Q I remember him putting his foot in well.
- A ...working, going from box to box, got a few shots in and your thinking two fifty like you can‘t go wrong can ya? And that was basically it Gray that was the reason, it wasn‘t the fact he was screaming and shouting he didn‘t look bad, he wasn‘t a world-beater but he wasn‘t bad.
- Q Cos I remember when this fella wrote this, this Simon Kuper he wrote it, I thought I was at that game and I saw him at that game and I thought he did ok, I thought he did well.
- A Bit more than ok really, he looked decent like cos er what had happened was Terry had er got in touch with his club and he came over with erm a fella who was something to do with the football union er the Dutch union and he did like er negations but he wasn‘t like an agent as such.
- Q Yeah.
- A But he did the negotiation with him and er that‘‘s how it was done basically.
- Q Did you look at many foreign players when you were there? It was early days for that really before the Bosman and all that.
- A Yeah it was a little bit but er I mean but er Stephan Rhen was another thing cos when I went, I went with Lyonsie it was a (inaudible 431) tournament erm Denmark, Brazil and Sweden were in a (inaudible 432) tournament at the end of the season. So we went over looked at it and Stephan Rhen played against Brazil and Brazil won two-one but it was scored late on and he played really well.
- Q Was he left side?
- A He played centre midfield. Anyway before the game the agent picked us up in a taxi like and he said were going to this other hotel to pick the manager of Monaco up turns out to be Wenger doesn‘t it
- Q Oh god I.

- A We all go the game and er Wenger fancies him and I said to Lyonsie he's decent. So we go in this room before the game, who's in there? Pele, Wenger and Platini.
- Q Platini!
- A So Lyonsy gets their autographs you know best number tens in the world weren't they?
- Q Absolutely
- A So er anyway after the game this agent says blar, blar, blar, what about him (inaudible 450). I have had words with him like and thinks your both at the game, both fancy him, both want to talk to him but he wants to go to Monaco and he didn't want to talk to you over it so I said fair enough...
- A ...But the end of it was, when Stephan Rhen spoke to Wenger you were only allowed your three Europeans then and he was gonna be the fourth one and could only play if one of the others was injured or whatever so he didn't wanna go there. So that's how we came to sign him.
- Q It's a funny one that isn't it Big question to finish off then, do you think like er, I know it's a big question for you, what do you think the future of the game is gonna be like in terms of money and players? Do you think foreign players are gonna start leaving and er can you see a time when it's back to the English mentality?
- A I can't see... I don't know, I don't think so Gray no. I think it's always gonna, the way the money is now and er it's only going to get bigger in time and whether eventually everything ends doesn't it? It's only gonna get bigger cos clubs are gonna have their own televisions, I've got MUTV now.
- Q For their kids and that yeah.
- A Got it last year and erm they're gonna do their own games aren't they?
- Q Chelsea do that.
- A They're gonna do there own first team games aren't they and then sell them off and they're gonna get bigger and bigger aren't they.
- Q What about the little clubs?
- A Whilst they have still got them, whilst they've still got the money er they are still gonna be tryin to get the best players in the world aren't they.
- Q See that Peter Kenyon in his last year at Man U earned a million pounds a yeah before he went to Chelsea.
- A Yeah that's, that's gonna be the norm and getting even bigger for a period of time but whether it's gonna change in terms of... well the little clubs will struggle well when you say little clubs everyone is gonna become a little club aren't they?
- Q Leicester, Leeds are struggling aren't they.
- A Yeah were all gonna be little clubs.
- Q Have you noticed that Everton use to be one of the big four then the big five then the big seven.
- A ...I was just gonna say, I hate to say it but Everton are goin go under that category as well and the big ones are just gonna move on and go into Europe aren't they. Eventually I mean they are remote now but they will come part. So people who start negotiating there own television deals no-one is gonna want to see Leicester playing Charlton aren't they? I mean (inaudible 512) If Man United are playin Liverpool or Newcastle and it's on, on a Saturday at twelve o'clock no matter where you are you make sure you record it don't you.

- Q Absolutely yeah.
- A That's gonna be, you know United are gonna selling more games aren't they and your thinking, instead of getting the ten million he's getting now he's gonna be getting fifty million a year, sixty million a year. Leicester will be getting two million maybe a million a year or something like that and Everton and Liverpool, well not Liverpool so much but they others are gonna be living on the scraps aren't they and then they'll start playin Real Madrid on a regular basis then won't they.
- Q Scary isn't it. I am going to speak with Nigel Clough.
- A Oh yeah.
- Q Yeah, cos he played under Souey didn't he?
- A He had a spell yeah.
- Q I wanna see what his ideas are like before I speak to Souey as well. But he said as well, I only spoke to him on the phone for five minutes and he said, I said „How are you finding it non league?“ And he said „well all the foreign players comin“.
- A They are pushing stuff down.
- Q Yeah and he's got Chettle playing for his team er they got lads who played for Forest. There is another couple as well.
- A Two centre halves.
- Q Starbuck, not Starbuck.
- A Oh yeah, I saw one a couple of weeks ago.
- Q Darren Wassell?
- A Wassell, Wassell and Chettle are their centre backs yeah.
- Q Yeah.
- A But I mean another thing is though Gray they are in their thirties aren't they, middle thirties, late thirties (inaudible 539). He finished in March didn't he?
- Q Did he, oh did he yeah oh I didn't know that.
- A Marshie packed in didn't he [manager at Burscough]?
- Q Whose took over there do you know?
- A Er Derek Goulding.
- Q Well he was the reserve, he was the youth team coach.
- A Do you remember him when he was in our place?
- Q Yeah I've got a picture of him in my office. Col it was great to talk to you again. Cheers mate.
- A No problem, I enjoyed it.

**2.16 Interview with subject 16, 'Les' at Melwood Wednesday 14<sup>th</sup> April 2004 – 12:00**

- A People have this perception of me because I came in at a difficult time for the club erm people have this perception that all as you were was a ranting raving lunatic on the touchline and...
- Q ...but you are Tommo! No...
- A ...but I believe there was a lot more to that, it was constructive, my whole game when I played was never about, if you want kicking people or whatever, mine was about reading the game, playing the game, organisation.
- Q They were your strengths weren't they?
- A My strengths was organising people, and that's what I was doing, although it seemed as though it was all very volatile it was a lot of thought was going into it
- Q Yeah, yeah.
- A ...and in those early years, I am glad that when the manager's side of it came about and I had a few years down the line, because if that had happened within that first year, god knows what might have happened, but I'd had time and I'd had time to learn from Gerard on how to handle myself in certain situations, so of course when this came along, you didn't have time to prepare for it.
- Q Absolutely, no...
- A ...but one thing that I wanted to do, and I made a conscious effort, which was, which was not to let the football club down.
- Q Yeah, yeah.
- A ...and not to let myself down, and it was an ideal opportunity if you want for me to say to people ,hey, there's a lot more to Phil Thompson than what you guys out there perceived"
- Q I thought you were brilliant, you conducted yourself brilliantly.
- A ...so – when it all came about [Houlliers illness] and I had to sort of start doing things, I had more meetings with the players individually, er in small groups, erm talking to them, obviously geeing them up, not really kicking arse, but trying to do it in the right manner to get the best out of them for the team and for the club and I felt myself doing that, and also on the touchline I couldn't be exactly the same because I had to keep a clear head.
- Q I thought you did brilliant.
- A ...because although as the months went on Gerard and myself we would talk about the team and so on and so forth, when I was on the pitch, the pitch side, the substitutions were down to me, so I had to be clear mind, knowing what to do and I was always thinking about the line er, I mentioned to little Sammy that I wanted him to be more vocal, er and to help me out on that side of it and it all worked very well.
- Q The results were brilliant for you, Kiev as well, that one at Kiev.
- A Kiev, and erm there was a few more besides that.
- Q Oh yeah, yeah...
- A I got off to a great sort of, I think we won the first 6 or 7 games on the trot.
- Q Then it dipped a bit didn't it?
- A Yeah, we did have a slight dip, erm which it wasn't in fact that we lost a lot of them, we drew a lot at home, which has always been our Achilles heel and er, it was funny because you can imagine the press conferences and they are all there and thinking they've got this rookie and there was some nasty stuff getting written by some journalists, some London journalists, who had these, they had their article



on a Saturday and of course they liked nothing better than putting the knife in but I must admit, they give me stick and it was nice to read later on that at least they had the credibility to turn round and say, „my apologies to Phil Thompson.“

Q ...yeah held their hand up.

A ...he’s managed himself magnificently, he’s proved that he’s capable of you know being constructive in his team talks, he has managed things on the pitch side and he’s been a credit to the football. All these things, I take great compliments in.

Q You should do.

A ...and I thought, it was funny some of the press conferences, cos you have got the press office leading it off that you know they are after you and erm you know they are after you in a way of you making a mistake and I, lets see, and I said no you don’t need to tell me, so I would breeze in and I would be phew as though all right lads, how are you, make a couple of jokes maybe if someone was missing or whatever and you could see them looking at you and thinking this shouldn’t be happening, he should be getting on a very short fuse and like our questions, and they used to ask questions, somebody would ask on the left hand side of the table, and I would answer that and I’d fob it off in a way and because he didn’t get a direct answer, one to my right would obviously ask it but in a different way and er you knew, and I was quite clever „streetwise“ I would call it, er and I would never ever lower my guard so I was always there and that was quite interesting because it was quite a while the difficult time, it must have been four weeks, that was interesting, that was the interesting time.

Q I was made up for you – I will turn this off a sec.... [rambling, talking himself up]

Q Right Tommo, how would you answer those who argue that foreign coaches are simply reinventing the wheel? That they have made no difference in English football.

A I’d say that’s completely a load of codswallop.

Q Go on.

A ...and reasons for that, we had got ourselves into a rut in this country, going back many years and to me, it’s the same old thing, won the world cup in 1966, we have given football to the world and we know how its best done and the quality and the standard of our football if you want was dwindling, erm I think since the influx of foreign coaches, the influx of foreign players has rejuvenated the league, it has made people who wanted to invest more into the game, the quality of them, the introduction of Sky television came into it, er has taken it to a different level and we have gone from being so far behind the likes of Germany and in particular Italy and Spain.

Q Absolutely

A ...we were so far behind, I could never see us stamping our authority on European football anymore, it was that far removed, and the players did a good job, but I think the techniques, I mean it wasn’t going to happen overnight, it had to be a gradual change if you would of the thinking process behind it and the likes of your Arsene Wenger and er in particular Gerard Houlier who, had a massive erm input into the...

Q ...the French Development?

A ...emergence of of the French development of young players and whatever and you have seen the benefits in this present era of those players, and it doesn’t come by luck or whatever, looking after all the small details, looking after the minor details and they would all then take care of the bigger things and it did and that’s

- one of the biggest things that he's taught me, was always, never disregard the smaller details.
- Q I have read some stuff and it comes through that all the time, preparation.
- A preparation is incredible [places Prozone analysis charts on table]
- Q You showed me those things last time, those erm analyses, match analyses.
- A Analysis and all this its, and every club does it and we look at it now, you look at the members of staff that go away with teams, we have 10 staff which travel with us, 9 staff we have with us when we go to away games and this is a massive development, and its saying that you need the details of massage, eating, drinking, everything like that, we train now, we have 2 or three drink stops in a 45 minute session.
- Q You told me that last time yeah, even though its not particularly over sunny or...
- A ...no – in the summer when we trained years ago, we never, we weren't allowed a bottle of water, it would be frowned upon.
- Q Yeah – Nancy
- A ...it's the things that you take from then, the learning process behind it is the fluids within the body, its not only making you feel a bit better, you don't feel dehydrated, but its getting the fluids to the muscles so you don't get injuries, it's the biggest thing about it, not whether you feel a bit better cos you've had a bottle of water, it's the actual minimising the injury process and that's the biggest thing about it.
- Q You mentioned last time I came about menus, you mentioned these menus and if you look at it Wenger does the same thing, just run us through what happens during a typical training session with the menus thing.. He tells the players up front what they are gonna do, 20 minutes...
- A Oh yeah sorry – I thought you meant the food menus! No well, what we do, we get together every morning, erm first things first, our schedule that we have is a little bit like that, o.k. so what that'll do, this is next week's schedule. We play Saturday, Sunday, Monday off. We will train in the afternoon so if the players want to go home to visit their families whatever they have got, I mean they can fly back in the morning so its done then. Then its normal training which is 10 for 10.30, normal training, then we will train, instead of training in a morning, and some of the players who live far away have to go home and then come back, we have made the training there so its just one journey for the later training and then we leave for Manchester at 7 o'clock. The players will have this, that will be up on the Thursday or Friday at the end of the week, so the players look and they know what they are doing then...
- Q ...it's a good idea isn't it?
- A ...it's a great idea.
- Q Its simple.
- A Its simple, that is the daft thing, minor details which make things a lot easier, so the lads can plan the week, I mean it sounds daft, he's getting paid to do football or whatever, but at the end of the day if you make things easier for in the mind, and you make things right, they have got more of a chance to concentrate on the football when the football is needed and I think you know there's a lot of media interest, you know there's a lot of er corporate interest in the players, that is part and parcel of life, you don't want them doing a training session and then having to sneak off maybe 100 miles away to do a signing session. If they have got the day off get it all over and done with in that day
- Q Get it organised then?

- A So its all down to that – so that’s the preparation, that’s what we do. Now when of a morning we will meet, we will meet in what we call the bunker...
- Q Yeah
- A ...that’s the staff room – and we will decide on the day’s training, what we think is appropriate, what kind of a day they have had the day before and we will plan it all out and we will say this and everything will be down to detail again, right and the warm up will be 10 minutes, it will be spot on 10 minutes on the watch, er right we will go to a bit of possession now which will last 8 minutes...
- Q ...do you vary the numbers like 4 against 4 or 7 against 7...
- A ...yeah, things like that, that’s we’ll do that, a small sided game we’ll have it six minutes each way, it is 6minutes each way and that’s how things are done here with stretching in between, drink stops in between, the total sessions could be an hour, erm with the stops and everything, its thought through, its done in relation to the game on the Saturday, we work very hard, the day that people work very hard which is a Tuesday as to a Saturday game, so we will use the Tuesday as our hard days training session, it depends on which time of the season on how hard it is, erm so that was the Wednesday would be a bit more low key and then Thursday would be a few more possession, with a bit of specific work, where we would be defending, I would take the defenders. Sammy and Gerard, er Gerard would take the attackers with Rushy and Sammy would take the midfield players and we would do things like that, so they are the kind of things we would do. So then when we would get down, half past ten spot on we meet downstairs and the lads would be told what they are going to do, as you know years ago you liked to keep things up your sleeve...
- Q ...yeah, yeah, Lyonsey would never tell anyone. He didn’t know himself!
- A ...surprise the players
- Q Yeah
- A Now we have the menu for the day, and Sammy will read it out, sometimes we will split into two groups, the younger players will go with Hugh McCauley and I erm and maybe some of the injured players who are coming back, its gonna, if we are having an easier day, they will go with...
- Q ...slightly harder one?
- A ...to do more of a harder one, erm and Sammy will then read out the warm up which will consist of a lot of technique, just working in groups which will last 12 minutes maybe 15 minutes, which will be different sessions and everything which are varied all the time which I think is the variety now I think is achieving most, for players now because of the lifestyles and everything, I think they need stimulation, the mind needs stimulation.
- Q The money doesn’t do it does it?
- A We would get bored shitless doing the same things every single day and whether you can say what is right or what is wrong, the game has moved on and I don’t care what anybody says, and these players and we vary our warm ups, erm like its no good doing the same thing all the time, in between doing the warm ups we will do stretching exercises all the time and ... Sammy will read it out and say this is what’s happening, erm we will have all the bibs, we have the bibs different colours we find its an important aspect of it, coaching staff should always be different and this is something which obviously good for you or others or whatever, always to be identifiable, different from er children, or your group of footballers, your staff or your manager, as different we always have red, they wear black. We will have white, they used to wear another colour, now what we’ve

done, we've put them all in black and we will have white and red different days, erm and we will have bright coloured bibs as they are called, or used to be! Now we have oversized jerseys, all bright colours, and we have I think 10 different colours and they are there and we will say right Sammy take the teams for a warm up or whatever they are going to do so and that will happen. From when we have our meeting in the bunker, we sort it out Sammy, Christian will go out and the whole field is set up for the morning's training so we work in different areas and it will be already in place, sometimes it looks like a landing strip at Heathrow but its there and all the players looking at it and everything and its impressive but its organised and its done and the players see that you are professional.

Q I used to always do that Tommo, I used to...

A Yeah, its progression that is a normal thing but I have seen people go out and throw cones out you know and that's the thing. You need to be down there and get it, when we have our European games Sammy goes an hour earlier at the stadium everything is planned. The portable goals are all up, in position and everything, everything's done, obviously now and again things need tweaking, different size grids for you know possession areas and whatever but the main thing is that the players see that you are well organised and if you want well motivated.

Q ...and that's down to Gerard's influence isn't it?

A ...without a doubt

Q Do you think – it's a stupid question, but I would like you to answer it on the tape anyway, did Gerard need to change things at this club?

A Very much so – the Club had become set in its ways, there were player influences in a lot of the training sessions erm and it needed...

Q ...the likes of Incy and people like that isn't it?

A Yeah...but er people like that, he would come and it did happen

Q You do get poisonous players don't you?

A In the early days, he would go when the training had been organised, he would find out what it was gonna be and he would go and see Roy and say I am not gonna accept that and because Gerard was new, Roy would go and say „look Gerard, I don't want to do that“ and he would change the whole thing, and all as he wanted to do was...

Q ...5 a side, a bit of possession, it sounds like Kingy

A ...but the game has developed so much more, these couldn't see it because that's what they wanted to do and that's not what, if there was ever a team which needed help and some organisation, some technical expertise, it was that team that we had

Q At that time?

A ...and it might have helped them, it might have prolonged their careers at the club or whatever so to answer it, it was vital, his influence was stamped on the football club, but what a lot of people didn't realise at that particular time was this football club could have been in the relegation zone. I mean when Gerard, and if you want myself took over, it was an extremely difficult time. The first year was a, I think we were 12<sup>th</sup> when we came together and we finished 7<sup>th</sup> I think it was, or something like that which you know is no great shakes but it needed a transitional period and it wasn't gonna happen within 12 months, that was gonna be at least 2 years, just to turn round the squad, get a better thought process into the players and the players now I think we have probably every year got the best discipline and to quote Gerard, he has taken us off the front pages and put us back on the back pages.

- Q Which it should be
- A Which is what the game is all about
- Q ...too right
- A erm, and I think you know we've had great success, and I think you know maybe things need to be tweaked again.
- Q Do you think he has improved the professionalism, because at the time, it was the Spice boys you know and all that sort of stuff?
- A that's you know we had all that and that, I think that was the „spice“ thing was about then and it was probably, they were all young lads, and they'd all got this nick name and everything they had been beaten in the FA cup final, er when I think, yeah it had carried with them and I think it was a bit unfair on them, erm to those lads, some of them were good players, but I think things needed to change within the football club and it was a gradual process, it was thought behind it, it was, so we did have to become more professional, in everything that we did, we had to show them that we were more professional and they had to prove to us that they were more professional, the attitude in the training, we still played small sided games but they were in the shorter period and a lot of players didn't enjoy that and it had gone from what we were looking for was better technique, erm more possession instead of certain players just wanted to go out there and see how many goals they could score and that didn't matter whether they were a defender or a midfield player and it was all fun and games, which you can still enjoy your football, but do it in the right manner.
- Q That's what Gerard calls connectedness doesn't he, connecting the training to matches, that's what he calls it, he calls it connectedness...
- A ...he wants you to play; he wants you to train as you would play.
- Q You see I used to say that to the kids all the time
- A ...and so if you are doing it in that manner it would make it easier in a match, but if you fuck around in your training, its harder then to put it into practice on a Saturday – that's logic
- Q I think you are dead right, cos I say to the kids, you know the kids who are good at doing their jobs, you know like the grounds you go in clearing up and all that, the kids who are good and do the boots properly, clean the kits properly, they are the ones who were good kids on a Saturday as well
- A Without a doubt and there's a knock on effect from all that
- Q I think you are right, I know Gerard goes on about holistic development and all of that, I think its important that, - here's a question for you now, do you think it's do you think he had to change it because the Liverpool way, you know the Liverpool, cos I, you know I'm a big fan I love watching Liverpool play, I love the passing, do you think it was going out of style, it was too archaic, too old, past its prime? Has he changed much of that...?
- A What...?
- Q ...you know the Liverpool way, you used to play it all the time, you would get it pass it, loads of passes and all that
- A Yeah, well we still tried to do that, cos I think it boils down to personnel, who you have got, it's the players that you have at your disposal and what you try to bring in, we are still trying to play, er we got called er a counter attacking team...
- Q I was gonna say that yeah
- A ...erm you know we were called that it was awful, and that the counter attacking was dreadful and how can you play, and yet people applaud Manchester united and in particular Arsenal and they do it...

Q Nottingham Forest won the European Cup like that...

A ...you think to yourself well, hang on, whether its right or whether its wrong or whether you are a counter attacker or whether you score from set pieces or whether you talking about scoring goals from build up play, its all part and relevant to the game of football, I don't find that anything wrong, I don't find, I don't say about Arsenal oh they are – I admire them for what they do, people are made up of different things but maybe the players and the team that we had we were more, we were stronger defensively, which was an area which we had to improve, when Gerard took charge it was a massive area, we knew we had to make signings to improve our defensive qualities...

Q He bought Sammy and Stephan didn't he?

A ...that's right, that was a big area which he did and I remember Gerard saying to me you need a centre half and I said no Gerard, and I said this summer we have to sign 2, whether they both play or not, that doesn't matter, we need 2 newcomers, 2 new centre halves, which we got, you'd like to hope that the players hit it off and I didn't think for one minute that they were gonna be the mainstay of your team and that's going back to your question you know its all about passing and build up – players in those 70s and 80s teams and early 90s and whatever, they were, there was a lot of liberty in those teams because of the players that you had but I think a lot of that went out of the team cos of the quality of the players, the type of players that wasn't the way, of course it turns round, and I think with respect to people who were here before Gerard and myself, I think they all wanted to try and do it that way but the players who you bring in and who you buy and everything sometimes they don't hit it off and that's a problem with it all.

Q Do you think, you know you were talking about change and all that and I am asking this specifically, it is not my question but I am just going to reply to something that has been said elsewhere, do you think there is an arrogance about the Liverpool teams of the past who thought we've got the best players, we don't need to train properly, we can have beer and chips, champagne Charlie?

A It wasn't even...

Q ...it was a masculine thing?

A ...we didn't – we did whether it was the players whether it was good identification of players erm we had this er toughness if you want, we were all good players, er we had this toughness about us that was we never knew when we were beaten, we never ever, it didn't matter what went on and we were mean bastards, we were, we were mean as, okay I wasn't as physical – I was worse, I hated losing, I had this inbred if you want nastiness in me that I would agh I would play, and like if you want I learned that from my predecessors in Tommy Smith and Emlyn Hughes and Larry Lloyd and then I instilled that into others and then you had Graeme Souness and Kenny Dalglish and Case and there was a mixture of players, you couldn't have all the same and I think it was good identification of the right sort of player at the right time what had been done in those day and then it came down to the coach, there was a great belief from the Shanks' era, through to Ronnie, Roy even Kenny, Kenny tinkered with things as he went on, he moved the club on slightly erm cos he knew it had to be done like that, but he didn't change things, cos he was younger, he wanted to change things slightly but he didn't the main concept of the training, of what went on and there was a lot of small sided games and the small sided games basically was just like your match day, because we played that long, the passing and everything, I used, I was we did if you want in the games we would do possession, you couldn't get the ball, if you give the ball

away it was a nightmare, whoever give it away got a right bollocking because you knew, and the quality of the players it took you an age to get it back. They are things which I think there has only been a few clubs since then who have been able to if you want, the possession that those teams used to have, and we've got to learn to do that on a better, more consistent level and I think we can do it, but I think there is a level of where you need to reach.

Q Yeah I think you are right

A To sort of carry that through and it is what I call a „siege mentality“...

Q Yeah

A ...is to get that arc around the edge of a penalty area and you are not getting out, not you are not getting through, you are not getting out, you would have them penned in that area, you had players who were you had the sort of width and you had one or two circling that box and you just couldn't get out.

Q I got a tape, you playing and you beat, well Liverpool beat Everton at Goodison, I think it was 5-1 and Nev got dropped the next game, we played, definitely, I can't remember the year

A Was it not 5-0?

Q 5-0 sorry!

A When what's his name got...

Q It was when Kelley got sent off yeah, but I watched something there and I coach this now, I don't know if you done it on purpose, but its was what you just said now, it must have been in there, cos I watched the way you penned this team in and you must, I was nearly gonna send a box of Anadins to you at half-time cos you were heading the ball that much, but all you did, you had the two strikers shoving the full back who failed, shove him in the corner, he had the wide midfield player tucked up cos Jimmy Case was marking whoever that was, you had them covered from midfield cos they were all dead tight, where is it gonna go, down the channel, you were in the channel, thanks very much and then you knocked the ball to Phil Neil and started playing again and I have copied that in all my coaching sessions!

A Because, you do it and you get that area there and you have got your penalty box and to me, say you would be attacking down this side like that, okay, and you have a full back in support, you'd have Graeme Souness and maybe Terry McDermott here, he would be going down there, you get your right midfielder in the box, you would have your two strikers in there so you would have this and because its coming in here, he would be more, if you want, looking in this area, or he would be looking to get in the box...

Q ...any bits and pieces?

A ...he would then move the full back would be there, he would move there so you would get that arc there. We would pick up here, I mean in those days you would have two dummy strikers who would stand there and I would get my full back in there like that [demonstrates on tactics board]

Q Yeah

A ...and that's how we would organise...

Q ...the number of times that you went on this side of the player and say the ball went up here...[researcher demonstrates on tactics board]

A ...that's right, so you would be here like that and you would organise this one so the ball would have to be hit high and because of that you would just go bum

Q ...thanks very much...

A ...you'd hit it off or the number of times I played for England and I had Mick Mills and when there was just one striker on internationals I would mark there and I would say to Mick Mills the full-back, I would say Mick there's the striker, I would say Mick come and stand in here like that, he would go, no no no no no I've got to stand there, we are 2 v 1 against him, I said Mick you standing there, we used to have this argument, the fucking number of times this fella, older than me, experienced player but still 2 v 1 – I said but you get anything that comes out of that box before this one because I said all this area here I says he's gonna get the ball there and then he's gonna get in the build up off him I says but if your there and your stopping that one, if the ball comes out to you its 50/50 for you to get to it or me to get to it. Same there, I said and the ball comes over the top, cos he's five yards, I'm not the quickest, I get the ball! The thing I am trying to say is here's a boy who played...

Q 800 times?

A ...for years

Q 800 times he played

A ...and still couldn't understand how you work that out, but that that's what my, it was a siege mentality and sometimes there is a lot of organisation there besides the, that doesn't just happen itself and that's what I was coming back to when I said I was, I did all that, if it was me and Hansen, I would have Hansen in the front, big Alan never used to say a word, I would say Alan you go and stand here, you do this, you do that and he would say okay and he would do exactly as he was told. Phil Neal – great player Phil was a good talker, Alan Kennedy – Alan would do as he was told and you would get him round or me and Alan would be at the back and we would get Alan Kennedy at the front. Phil Neal would do it naturally, he was great, so there was an understanding about what your expectations as a player, everybody knew, everybody knew and if you want the limitations.

Q That's important as well. You are going to have to buy a centre back and do that this year aren't you?

A We could do it but we haven't got, organise, we haven't got people, Sammy [Hyppia] will stand there, and I am doing it from the touchline, we are attacking and I am going „Sammy“ I am fucking telling these and they are all looking like that and you think...

Q I always though Stephan Henchoz could talk?

A Nah, he doesn't say a word honestly

Q I haven't, honest to god...

A Stephan is as quiet as a mouse

Q Honestly? I can see Sammy being quiet, I couldn't see Stephan

A Stephan doesn't open his mouth

Q ...you will have to buy a centre back then?

A So you know - that's why Tony Adams is so good, if you want he is similar to me, probably more aggressive than me but he is an organiser. You see, the thing what you said there, when you know when you get that is we are up there on the half way line, the number of teams or the number of players say how do you do it how do you work along sideline getting back ever so quick - we just squeeze teams in like that and they'd never be able to get out, now and again the ball would go over the top, Clem would be out.

Q No-one else at Everton spotted that on our tape, I've got that tape in our house still, I won't let anyone see that...



- A Which?
- Q ...that tape I was saying when I noticed that – none of the staff looked at that and spotted that!
- A I call it the siege.
- Q I call it making the play predictable – cos you know almost know where the ball is going to go don't you?
- Q Quick one cos I'm conscious of your time here, in your experience of working with Gerard now – why do you think that some British managers have been unsuccessful abroad? Venables didn't do very well, Atkinson got sacked in a year....
- A Erm, I don't think in those terms, I don't think they were as, a lot of Terry Venables if you want was still „old school“ I don't think there was anything new, they thought they would probably getting a great tactician a great whatever, Terry was a talker but I think what, I don't like to say this...
- Q Say it and I will turn it off then...
- A I think between, I don't think they brought anything new, that's the difference.
- Q I think you are right – it's a traditional thing isn't it?
- A That's right, and they come, and they were with good players and like Terry Venables got to the final of the European Cup, but I think it was more cos of the quality of the players, because they had done well throughout Europe each year, it was nothing different, they were winning the league, it was like the Scottish league if you want, Barcelona or Real Madrid each year and I don't think enough of ours, I think they would be better now because of the quality of the coaching that has been brought in here and now they are looking to improve ourselves in different things, I think your biggest thing is „why did this country go for foreign managers?“ It speaks for itself...
- Q ...absolutely right
- A ...if, if we had enough quality and talent at the time, why didn't we have our own manager in there, now if you have to go for somebody from outside, it says volumes...
- Q English coach and management?
- A I think its got better, and I really do and I think people are, where now, we started off this in about 1966 and burying our heads and thinking we were better, now we are more acceptable to erm different techniques, different if you want, everything to do with football, about eating drinking tactical, technical, I think we have gone completely different and we are all more, there is no more, I was dyed in the wool old school here at Liverpool, because I have been brought up from Shankley, through Paisley, through Ronnie Moran, probably more so than anybody Joe Fagan and for me to listen to what had been changed, like I know people would say about me and Graeme Souness and that, Graeme wanted to change things here and he did, Graeme wanted to do it overnight
- Q Too quick?
- A Graeme had good ideas, but it was a revolution, with Gerard it was evolution and I think that's the way and I think players would learned even if you want from the mistakes that Graeme Souness had made, players had learned that hold on there's new habits coming in here and I think we have took them on to a further degree, besides drink and tactical technical discipline has been a big thing.
- Q See I am arguing because all the technical stuff comes from a fella called Bangsbo, a Swedish fellow, he has looked at football and instruction and physiology of football but I am arguing as well that we missed a big chance in

1953 when England got well stuffed by Hungary 5-3 and people don't realise that, cos I mean there's one point where Tommy, Billy Wright has to pay to get back in (inaudible 379) Puskas does that dragback, he has to pay to get back in put people don't know we thought we put it down as a blip you know where the English were the best, went to Budapest 6 months later and got beat 7-1. Unbelievable!

A It is, we buried our heads for far too long

Q I think your right

A ...and er, and I welcome the likes of the different ideas what these people bring in, and I think all players because now of the high profile nature of it, the money that's involved, these players need different objectives, each day coming in and going „what are we doing today?“

Q I think your right

A You know you need that little bit of motivation, you know to come through the door and do the same every day

Q Well its gone past the money – cos money is not going to motivate them is it? One and half questions left then Tommo, tell you about the half one in a minute... I love talking to you – what personal and professional qualities does Gerard possess – what is his management style like?

A I think the biggest thing that he has got is trust, I think he trusts the players and I think it comes across that the players trust him and I think that is carried through right from the early days. He would protect them in everything that he did, he believed in the players that if he looked after them and he taught them right, he treated them right is that they would respond on a Saturday. He didn't want anything back, he never ever has he said that „you owe me“ and really he has brought all these players in, the ones who were already here, the likes of Stephen Gerrard and Michael Owen he has made them better players and they are all massively well because they are good players, they owe him a lot, there's players here who he has bought, but I have never heard him say here at this football club is that „you owe me“ and he's a very humble person and yeah he expects them to perform, not necessarily just for him but for the football club because Gerard knows that we are Liverpool F.C. throughout.

Q I am going to ask if I can speak to him later on, I suppose cos he has been called an Anglophile – what about in terms of his tactical awareness, what's he like has he got ....?

A Oh he's got a great brain, that is the thing like I listen to him and everything and he is very much aware, he is a 4-4-2 man...

Q I think that's the best system yeah

A ...but, without a doubt, but how that four in the midfield work is the difference, he is very, very, he is open to change as to the opposition and how they play, erm and what their formation is as to how set up and it can be a diamond formation it can be a 1 and a 3...

Q Who would you use a diamond formation against, for example which clubs would you use a diamond formation against?

A I can't really say – giving away things

Q oh no, I won't

A What we use diamond formation, which is that is a 3-5-2 system because when you get set up you [demonstrates on tactics board]

Q – I will turn this off, go on...

A ...away we will play 4-1-3-2, we have done it that way, erm we have even sort of played sometimes is 4-2-3-1...

- Q ...yeah yeah, yeah
- A ...which is just like the one up front but with an ancillary striker, when we get, we had visions of Jari doing that, particularly when they have only got 1 player up front, people will go oh, defensive formation, and it can be more attacking because what you end up with, you have your 4, then you have your 2 in here like that and then you will have, and what you say is for these to push on there. So what you do, you have your striker, so you end up with its like a 4-3-3
- Q I bet, if the balls coming down here, that's where you want someone isn't it?
- A ...that's what I'm saying so its like a 4-3-3 formation, we played that in Sophia, which we played Bruno, Cheyrou there with Michael Owen and we fuckin murdered them, they just couldn't...
- Q ...couldn't pick him up
- A ...that's right – these two then in here they go oh what the – do we step out, do we go and get him
- Q ...yeah, they don't want to leave one on ones either
- A So they are the different things, which we've...
- Q ...brilliant
- A ...played before, we've also done, we've also this is what I'm saying in being tactical, is again we have got and we have gone, like that we've gone, like that and we've shaped up like that, again, these ones being, so what we say to these guys is here, you've got to defend from in to out...
- Q Yeah, yeah
- A ...not out to in
- Q ...from wide?
- A ...no, no – because it is to play down there you can't have them standing out there because if you play in this formation you will get fucking killed in these areas in here so you've got to start defending there
- Q Keep an eye out?
- A ...and then you close – if he's got the ball, don't come and stand here and think well I've got my man because...
- Q ...he only needs to play through his feet
- A ...that's right – but what will happen in this area here, that is particularly good when you are playing against a flat midfield four
- Q mm mm two banks of four yeah
- A ...two banks of four – that is great yeah
- Q „Cos that breaks them up doesn't it?
- A You get a lot of teams who although they are two banks of four, you have got one whose more a defensive so they play off, like ours with Steven Gerrard and er and Didi, but you can get, the best one to play in there is Vladimir Smicer
- Q He likes that because he can ...
- A Oh, he can move there, he can move there, he can attack through there...
- Q ...he can't play through though! Just carrying on from that one quickly then, what's he like in terms, you know when you had some problems, well you didn't have some problems, you changed things, what's he like in terms of, cos you can see where I am going to in a minute, I am trying to argue against someone else here, what's he like at sorting out problem children, problem players?
- A He would be the best in the world.
- Q Is he, can he be ruthless?
- A Very much so
- Q Good

- A I could ask you, I could say to you, you tell me a few who you can think of and people could go through 6 or 7
- Q I can tell you a couple
- A That's right - well we had a problem in our early days here especially which needed things needed to be and you know who I'm thinking of now who you mentioned before who was the biggest because he was such a bad influence and players well you've got to get rid of the bad apples and he has been ruthless, absolutely ruthless and he knows that and the players know it and that's where a respect a mutual respect comes in cos they know he's capable of, he's a great fella and he will back the players 100%, as long as they give the same in return, if they don't
- Q Half a question now – what's it take to be, cos you've done the job as well – what does it take to be a successful premiership manager? Not just thinking of Gerard, just in general – go on.
- A Well I just think in general you have got to, I think because of the profile of players, you have got to have, you have got to have a trusting relationship with your players, I think its utmost, you've got to be with them, you've got to be disciplined I think that's the big thing because once, if you lose that side of it to the players, you might as well pack in, I think you might as well pack in. There is a lot of give and take in it, there's I say there's trust, you've got to earn it, you've got to do it that way. I think er, I think it's a difficult job now, I think it's a balancing act.
- Q How do you fine two weeks wages to a millionaire?
- A We do, we fine our players nearly every day, we have players if they are late, its £100 straight away and they moan, they moan like a fuckin' dray and you know if they forget their tie, if they forget their jackets, the walking jackets it is £100 straight away and they do it and they pay and you have got a massive thing here goes to pay to the Alder Hey kids appeal and when the players have a Christmas party, the fines like goes back to them. We don't allow mobiles here.
- Q I haven't brought mine today!
- A I think, I think it's a, that as a relationship and I think they need to believe in your vision of what you want, its no good just letting things go each day, you have got to know where you are going and you want those players to believe in you. We want to win the Premiership title you know and the boss tells them that at the start of every season what this club wants and he has a vision so its set your minds on what you want, don't just accept second best.
- Q Is right, isn't it crap though when, I mean cos I remember the five year vision he has got and you get people moaning and on the back now
- A Take a look at this football club it's completely different – people moaned about this club before we arrived is that nobody gave a shit about this football club, players were playing for the football club players that you know they had no interest it was more about out drinking and everything and to me I wonder do they fucking want to go back to that, do they want to go back to that, it wasn't success then, at least it's a football club being run in the right manner and if you believe a bit more, we will get what we want.
- Q I can see it now!
- A Its – we've had a difficult two years er but last year we just missed out on the Champions league and its been our home form which has cost us.

Q Yeah, cos I mean some of the away stuff you do, I mean those things you were talking about before, you can see them getting success but its hard when teams just back up at Anfield isn't it and just put...

A Aware if you will we just don't have enough players to unlock those defences, we have got Steven Gerrard but you need a variety...

Q I am gonna turn this off now and ask you a question....

**Interview with subject 17, 'Xavier' at Melwood 10:30am 11<sup>th</sup> February 2005**

Q I spent 15 years as a youth coach, director of youth football and I am now doing a PhD, a Doctorate in erm in looking at the principally foreign coaches

A Sorry, you have physical education?

Q Ah, like you, and Jose Mourinho, I was never a pro footballer, I played semi- pro level and so on but what I am trying to look at, I am trying to look at how foreign coaches, non British coaches have influenced the game and I am going to ask you about 5 minutes worth of questions is that ok?

Q Why do you want to work in England?

A Why? This was er for me was a challenge. I was working in Spain for a lot of years winning trophies and I decide to change because here managers they have more respect of the people and the ball more than in Spain.

Q What attracted you to Liverpool football club?

A The history, the style of play, I remember last years erm they said to me about 5 years and it's a possibility of doing the things I actually want.

Q I've seen massive changes in Liverpool cos I worked at Everton, I am a Liverpoolian er, don't tell Norman that...

A He's a Liverpool supporter!!!

Q I support Liverpool but erm I have seen massive changes in the club, you've got your own ideas now – what sort of changes have you had to make already and what do you envisage changes?

A I think to recuperate the mentality of team spirit, these things, how its difficult without players er from Liverpool, its difficult and you have some of them, you don't have a lot then you have to after 14 nationalise the game, the question would be er to sign good professionals, good professionals, people with the right mentality because when you talk about okay I feel that the club, my service with this club is not really in this time its not so, the most important thing now is maybe you can have two three players with this erm mentality or this team spirit or this feeling for this club but normally you need good professionals because you cannot sign players from Spain from France from Finland they do not know the spirit of Liverpool, you need to get good professionals and after they will see, they will feel something if they are working in a club that is to them confident on the pitch, good traits.

Q Can you change the English, say you've got English pros here now who have been brought up with English club football – English culture, can you change them to a more continental style? Is that what you are trying to do.

A Always when I arrive to a club, I arrive to a club, I say „okay“ these things are ok these things need to change and I try when we were talking about the start I always said we want er an English coach, we want to understand to know exactly what to do in different things and who is important or what is important, these things and it is important to use the things that normally add to a (inaudible 34) and to change the other things because I say always, if we are here, its because the Club thinks that its necessary to change something and we want to use our ideas and to use the other ideas that are already here.

Q Can you see a, do you think, English football has changed with the likes of yourself, Gerard before you Jose Mourinho, Arsene Wenger, have they changed English football?

A I think that its changed yes, its changed because we can see a lot of change with a lot of long balls but now we can see more you know teams like Arsenal they play well worked football and now you see strong teams in terms of tactical work different part,

if you remember the English teams they ran they worked very, very hard with er a very good team spirit, but in terms of practical we are demonstrating these things.

Q Wenger calls it, he calls it power football Wenger

A Whats this?

Q He calls his football the Arsenal play call it power football, very high tempo and the game that you played this week they played very strong.

A I think its that yeah if you want to win now, because all the teams work high and tactical and you know if you want to win, high football is not (inaudible 47)

Q How have the players reacted to your changes?

A I think they are happy, I tell them that!

Q Are you happy though?

A Yeah sure, they like how we train you know the most part of our training sessions are with the ball erm and they like we play small games, exercises with the ball, small space, Q think the players like this.

A Some coaches think when players came into training because give the player a ball and they will do anything then...

A ...I have seen what happened yesterday, in a Spanish newspaper which do all exercises with the ball, you can do the most part of exercises with the ball, if you do all the exercises with the ball it would be different for Gerrard, for and for Carra why, cos if you say for example okay you need to run 2 km with the ball or something, you have to run for him its tradition to run with the ball but Cara he will he works harder to control the ball you see the difference at the end if you train all the time with the ball those players erm play and participate more in the game than other players no...?

Q ...depending on position wise?

A Yeah, you need to say you need to do 20% about 20% of the work without the ball because the level would be different.

Q How do players respond to your – cos you’ve made some tactical changes because I’ve am a student of football as well and I’ve worked in it as well but I’ve watched games from an analytical point of view rather than entertainment now and how do players react to your tactical changes because you play different shapes?

A Yeah they say in the beginning of the system they say okay we know what to do all the players know what to do in this because its good for the players, if one player has time and you feed into the team organisation at the end the players will try and play better for the team spirit.

Q what I think I am looking at as well, is I think, I am an FA Staff coach – I coach coaches and I think we are under prepared, what was your, can you give me a brief history of you because you started off as a PE teacher, what sort of coaching badges did you do, how did you develop as a coach.

A I have four from Spain also UEFA the most important thing is that I train with the players, now my English is not the best, I hope in the future it is good. The most important thing if you want to teach something is to teach the coaches how to teach not to explain something, and we say in Spain „recept“ (inaudible 76) it is important you can teach some recept, it is more important to work with the guys to think about and when you talk about tactical work for me it would be more important (inaudible 79 – side?)

**TAPE TURNED OFF** – „Xavier“ motions to cut tape (see 19, „Xavier“ – notes of subsequent private conversation)

Q Well two things really, I think, I am arguing sometimes, I think the English football people are arrogant, I think that we think we invented the game and we are reluctant to change.

A When you talk with the likes of Harry Kewell, Sammy Lee before ...?

Q yeah – that’s good a side question there, this is a personal thing – er what sort of qualities do you feel that a top professional premiership manager must have? You mentioned about other coaches like Wenger, Mourinho, they have all got different qualities – if you had to pick a perfect manager what qualities would that manager have?

A In my opinion there is not a perfect manager, all of us we have a lot of erm imperfections?

Q Yeah, imperfections yeah...

A I know for example if you see er Venables people say oh he’s a good tactician, of for sure, In Italy they are very good players they are organised and they work they work contact (inaudible 92) You have seen how Mourinho play organised also then different coaches, some of the English coaches or sorry managers, they have more passion, some of them they try to transmit more passion and they don’t work on tactical work as the foreign coaches or the foreign managers in my opinion, then the perfect manager can be a mix of all these things – wherever is possible.

**Norman Gard (NG - players liaison officer) added...**

„Graham is used to the English managers throwing cups of tea at the players at half time – some English managers at half time will throw a cup of tea at the player.“

Q oh yeah!!

NG...“which is not what you want“

Q no its ok now – I will cut it out this won’t go anywhere else. An important question then – are you a manager who coaches or are you a coach who manages?

A A coach as a manager, I prefer to coach

Q Do you?

A Yes...

Q Why? Cos...

A In Spain its different and I have been coaching all the time erm it is not normal to have a degree for the managers or the coaches and you have er degree - I like the computers I like the organisation and at the end you can be a good manager, some coaches cannot be managers and sometimes it will be difficult to be a good coach and I have been working with Jock Stein a lot of time and I like just to coach but I have the mentality for the managers too, I like both, here in England it is different, in Spain its (inaudible 112) because you have all the information to be manager, here the language it is more difficult, I have been talking about the system, I want to organise the club system as internet use for the scout and all the department because we haven’t used the computers properly but and we lose a lot of time and I (inaudible 118) working at the same time we work for the same time (inaudible 119)

NG „Your at your happiest Rafa aren’t you – I can see you are at your happiest when you go out there when you go out to training, that’s when your the happiest...“

A Yeah, I like to do the tactical work, because I know that I am a good tactician, I like I have been in Italy with Capello, Sacci or in Spain with (inaudible 123) and I am not afraid, when I was er coach of the u19 Sacci watched us and I have been talking about him ...he was my idol – mentor yeah? I have him watching a lot of games in Milan a lot of them and I think ok this is the idea, I can use these things and I can change these things. I have done my own idea and my teams win all the games, why because we have the best players and the best idea if all the teams in the league start working like this then the coaches say to me what would you do? I remember one, he was the coach of the U14 team I want to play some because they play some man to man or mixed and I want to play so much in your team, I want to play 4-4-2 and can



you go to see my game, I go and after the game they win 7-0, they play all the time in the other pitch, the teams are u14 are the best 7-0 they play all the time the other pitch - what do you think of that – great work, you play 4-4-2 but half pitch, you cannot get a (inaudible 141) you need to know if you play forward or wide, if the line is high or not, these things but with this team its impossible. They are good because they needed to have good players and yesterday I received a phone call from one of my best players, he was the most intelligent player I have had, a central defender, quick, pace, read the game, but he is good tactical work and the other one has been with me 4/5 years in the youth teams then I teach him to think okay, he said to me what happened if – they were always thinking about movement, now he’s a universal kind of player, no pace no jam no good technique, he plays in the first division in the premier five years but he has a career... (very difficult to hear and comprehend)

Q I have a similar background to you, er your obviously a PE teacher, you have got a degree, and when I first went to Everton, I was like unusual because I wasn’t a great player but I had intelligence and when I see people now and I’ll be Dr. Smith soon and they say oh you can’t be a Doctor you know you’ve worked in football – do the players, do you think its important that you should have played to a certain level?

A It depends on the level of your team, when you train them, if your teams..

Q I get that yeah...

A ...you can teach better because you have the philosophy and I have been working three or four years in school teaching teachers education and you know how to teach then when you go with young players you are better than their former players or their idols when you go to first division to play to the premier to be careful because they like (inaudible 165) and can be the best er the first three months after, or if he doesn’t say good things if he is not a good professional, (inaudible 167- Jorge Valdano?)

Q Real Madrid yeah

A He has taken on to most first teams, after one month because its (inaudible 169) its not a good manager because sometimes the best players think that the players can’t do the same thing me to teach...

NG „Alan Ball did that didn’t he?“

Q Absolutely – I mean I will give you a good example, I went away with Everton, with the first team, I like working at youth team level, I had no ideas no ambitions to go and work in, and we did okay when I was there as a youth team, but I went away and I spoke to Alan Kelly, he played in goal for the Republic of Ireland and I said who is the best player you have ever played with and who is the worst manager? And he went the same person and he said, and I will take this out, I said who was that, and he said Bobby Charlton, he said great player do anything with a football but he could not communicate, he could not understand which goes back to your teaching and my teaching background...

A ...yes

Q ...he couldn’t understand why players couldn’t do what he did so naturally and it went against him in the end.

That was fantastic thank you very much for that.....

## Telephone conversation with subject 18, 'Donal' 8/2/05 7pm

### Notes:

When asked whom he thought were the most influential domestic coaches „Donal“ felt Bill Shankly, Bob Paisley, Joe Fagan, Dave Sexton, Don Howe, George Graham and Alex Ferguson were all special as they were able to both coach and manage their players effectively. In acknowledging the demands the game makes had changed suggesting that their fitness levels are far better because the pace of the game has increased so much.

He recognised the influence of foreign coaches in bringing a better strategic awareness, technical understanding and conditioning regimens but argued, like their native counterparts, they still get injuries. Overall, he thinks non-indigenous coaches have a greater insight into the job of preparing players and teams and have introduced some great ideas. Confirming his ideal of combining coaching and managerial ability he thought that whilst some (citing Christian Gross as a prime example) simply coached according to him, the better foreign imports like Mourinho, Wenger and Houllier manage too.

His experience a Swiss coach left him very unimpressed recalling his discomfort in engaging in two-way conversations with the players simply telling them what to do adding that he had little dialogue with them on either a personal or professional level. His damning perception, although somewhat antithetical to that held by others who regard foreign coaches as more democratic than the British penchant for authoritarian instruction, was based on his interaction with players he helped develop and establish who completely rejected the coaches input and style. When asked for an example „Donal“ stressed the foreign coaches inability to understand the indigenous playing talent psyche and found resistance in modifying the way things were done there. He went on to cite an example of what he felt was inappropriate approaches given the strength of an established club and occupational culture. Players were often trained three times a day followed by video analysis of their last game. „Donal“ felt „he killed them physically, mentally and team wise – no one wanted to play for him. He was a recipe for disaster.“

His effusive account effectively stressed the way the agency for potential change was resisted by cultural structures bound by traditional and fear of change. Although the Swiss coach was always in a difficult situation, „Donal“'s powerful insight provided clear evidence that a combination of changing accepted practices and an inherent xenophobia of all things foreign was considered a threat by this particular occupational subculture. To someone from the same coaching subset this was both disturbing and, arguably naively, unexpected.

### **Private conversation with subject 17/19 'Xavier' 11/2/05 11.30am**

English players never ask why, they just do as they are told - it is part of their upbringing and soccer education. „The coach is always right“. I would question the quality of coaching young English players experience and the emphasis of that coaching.

Technically English coaching is OK but tactically they should encourage divergent thinking and ask players to question and/or solve problems they face in games themselves. Young players should ask „why they are told to play“ (attack/defend) a certain way to better understand the game and, more importantly make decisions for themselves to change, adapt and be flexible in the way they play games.

The English game relies too heavily on blind faith, in passion and effort (he cites Everton v Arsenal where Everton he felt were tactically inept in playing 3 v 3 and 4 v 4 in midfield which Arsenal's superior players fully exploited in a 4-0 win at Goodison). EFC played tough physical and dour football to hide a lack of technical and (especially) tactical thinking. He feels that English players haven't the mentality (he means intelligence by that) to win to adapt and to see things on the pitch rather than be told by the coach.

The academy at Liverpool Football club: he cannot understand why he sees players pass the ball quickly and effectively at pace in training – yet in games they play the long ball game. He sees no reason why and questions the quality of coaching and tactical understanding young players are receiving at the club.

English players often don't see preparation priorities and he demonstrated this recently (and the reluctance/inability of players to question or to ask) by asking the squad to do 10 long runs around Melwood (which is about 15k) at the end of Friday's training session – the day before a game. The English players looked puzzled and began to jog without questioning him why. Pellegrino stood up and said „wait, this is the day before a game, why do you want us to run so much?“ Benitez laughed and stopped the English players who had started to jog away. He was pleased that they would respect him enough to do exactly as he said, but asked them to look at themselves and question why would the coach want to do that.

He sees his role as a coach to „educate“ players not just train them and sees his priority as a coach as one of fostering an understanding vagaries and complexities of the game. He wants players to be complete performers, tactically, technically and intelligently.

He feels that the good players he had at Valencia and their superior technical intelligence will enable his old Club to dominate the current premiership. He thinks they would win the title no problem, regardless of Chelsea and Arsenal... He feels that he is a better coach than both Wenger and Merino because of his tactical and technical ability but recognises they are probably better managers at club level. His vision of LFC is to blend the hearts and minds of his players and produce a skilful, strong willed and intelligent team. That is his formula for success and he proved it at Valencia.

**Interview with subject 20, 'Ramon'. Thursday, 17<sup>th</sup> February, 2011, 4:00pm**  
**Christopher Park training centre.**

- Q First question is err why did you decide to move into coaching after playing?
- A Well erm with all honesty I always said I was, I was someone that always gave advice to anyone that to play as long as you can; I think there is nothing better than playing football.
- Q Mm-hmm
- A At that time I was 33 I was playing at Chester, I had another, another year, so one and a half years to run in my contract. Umm I felt very fit, very strong, I was enjoying my football. But err I was very, very privileged. Swansea city called me, I never, I never sent a, a CV or anything, the chairman of Swansea city, Hugh Jenkins...rang me and he said would you be interested on taking the job and he shocked me, err it was a real shock and I will always remember I spoke with my wife and err I said well I'm going to sleep. An hour on getting up in the morning I spoke with my best friend as well (inaudible) and he said go to sleep and if you get up in the morning and you feel that you have to take it, take it.
- Q Mm
- A And I felt that way. Umm I thought yes, I'm gonna take it. Partly because it was a club that I knew really well, that I, I spent a lot of time and a lot of emotions with we, we fought off relegation...really, really strong, strong time and we were very successful, we were moving to a new stadium so I was very, very familiar with, with that football club I knew the players. I knew the dressing rooms so in a way it was, it wasn't just going into management it was just managing that football club and I would say that, that was probably the, the, the reason but, that that went against my principals I spoke with my family, my dad as I always, I always told him I will never go into management
- Q Yeah
- A until I cannot run anymore...in a way I did something that I never expected to.
- Q Where did you do your coaching award then? Did you do coaching badges?
- A I still do them, I still do them now. I'm doing a Pro License err I did it in the Welsh Federation err I did a little bit of research and I always, I always loved the method in the Spanish erm philosophy, I think everyone will agree that now Spanish football has got a clear idea how they do things and they haven't come up with that that was a well planned project, I mean -
- Q Mm hmm
- A when I would say now is the 11<sup>th</sup> season they have been working at it, so I was really keen to, to do the badges in Spain and then I found out about the FAW the Welsh football and they are very, very similar in that respect and quite surprising, they are very different to any other, the British football that you would expect, erm they are very open minded, they allow you to develop your own method, they don't impose any thoughts which is something that I hate and that's why I have been, I've been involved with them and really, really enjoying it.
- Q Mm. It's funny you should say that about the Pro Licence cause ideally it should be err consistent across Europe but in reality it's not.
- A No.

- Q Cause like the, the Dutch Pro License, the German Pro License is slightly different.
- A Yes.
- Q Erm it's just on your opinion but, what's your opinion about the English FA Pro License is that, a bit more like you mentioned here, where it's a bit -
- A Strict?
- Q Yeah
- A Yes
- Q It's my (inaudible) is that right?
- A Yeah, yeah I felt, I cannot speak too, too much about it because I didn't go into too much detail, but I felt that the English Pro License was a little bit you had to learn it in a certain way, which the FAW in the Welsh it was just ok you are a manager. You tell us how you wanna do it, but you need to find a way to be successful with it. And as long as you prove how you gonna do it, they allow you to do that and in a way that's a little bit, erm the foreign visit abroad allows you to do that, ok I'm gonna do this that way because I'm gonna win games doing this and I think it opens up like the Spanish err FA how they do it, Dutch FA -
- Q Mm hmm
- A I think is the way it should be. Football is no right or wrong it's how you make it right and that's something that I always been worried about, doing badges just as a, as a driving license, I wanted to do the badges as a, a real excuse to find out about football, to look into different cultures and I think I, I found that err through the Welsh FA which is very, err very refreshing.
- Q You said before, just leading on, you said some really interesting stuff which I'll come back to and I might, I might as well throw this schedule away here cause I, I'll talk to you all day, err stop me if I get too long but erm there is something interesting there. You've played for English managers err and you, well you've played with managers in England and Wales -
- A Yes.
- Q err how does your coaching and your management style in terms of preferring teams and preferring players, is that different?
- A Yes, very, very different
- Q How is it different?
- A Very different, I think err I would say a little bit erm in a way just I found that the mentality of the British manager was to try to work on your weaknesses, in general just to give you a -
- Q Yeah no no
- A overall picture that the, the British manager that I had was to try to identify the weakness" and work on them, which you become an average player, a little bit, the way I like to manage is to identify the, the strengths and then just hide the weaknesses.
- Q Yeah
- A So if someone I've got a player that is outstanding with the outside of his right foot every time the ball is in his left hand side, the moment that I coach him to kick it with a left foot he becomes average and I've found that too many times previous managers demanding things from me that I wasn't good at -
- Q Mm
- A: they wanted me to head the ball -
- Q Mm

- A to tackle ball, when my strength was to see a pass and to get on the ball in tight situations and only a couple of managers identified that and I would say Bruce Rioch was the best I had in terms of being able to do no, you were good at that ok I'll get someone that is good at tackling and you'll be a good partnership and developing them partnerships on a pitch is a little bit the, the mentality that we have got in Spain or Holland and I felt that sometimes in Britain we wanted to be too straight lines, everyone doing the same and becoming average players and that was probably, probably the biggest shock I had, when I was managed by bad British managers without (Inaudible) I think it's very unfair to generalise in in in in in in talking as if everyone is the same err cause really it was a British manager for me was err as open minded as a, as a, as different as anyone that I, I work under so that was probably if I had to err probably differentiate the two schools would be that trying to improve the weaknesses rather than to err find partnerships with the strength of players.
- Q So do, do you things, when, when you're out with your first team now and you're preparing for a game, your next game, do you, do you prepare them as a continental coach in erm, rather than an English coach?
- A Is a mixture, I think I'm, I'm, I'm, I'm a victim of my own experiences in that respect I think I was the most err unfashionable player to survive in the, the lower leagues in the British football because I was a technical player err I say no good to get the ball back, no good on tackling, no good in the air, err but I had great stamina and I was technically err probably above, above the level where I was playing and tactically I was probably different, I wouldn't't say better it's just different and that allowed me to find a niche within the, the football and that's something's that helped me a lot in being a, a continental manager but with err British principals. I don't think I would have been successful in management if I would have never understood the British way if that makes sense.
- Q Could you go coach in Spain tomorrow? I mean, could you?
- A Yes but I would find it difficult, I would find it difficult because culturally err there's many things of the Spanish game that I don't like, erm from the reaction from players erm remember that oh err sometimes the biggest weaknesses that we got in the British game are, are what we use as strengths as well as a player you always say work hard, party hard, which is completely wrong but that in a way, is easier to manage a British player, because he'll give you a hundred percent while he's on the, on the pitch or while he's on the training ground there is no excuses, because the other the other side of the coin is the Spanish players for example they know better than the coach all the time, what's good for them and what it isn't, because they, they look after themselves in a perfect, in a perfect way every day, so when they are in training they carry on with that concept and the British players are a little bit ok when we are away from it we do whatever we want but then we need to give everything in training and there's no excuses and it's easier to, to manage a British player in that respect but that that's a cultural aspect. Chinese people are different, Italian are different, French people are different, I've got 16 nationalities in the dressing room and within that dressing room you've got them, them differences between them but I would find it difficult to accept certain things from Spanish players in a Spanish dressing room now.
- Q Do you think, err just a bit more generally about I call them foreign coaches, I don't mean, yes, foreign coaches –

- A No, no English.
- Q Do you think they, I know there's an element of players coming in, you mentioned that professionalism there saying you were more or less saying that Spanish players are more professional in some ways -
- A Yeah I don't think its professionalism is the right word
- Q what they eat and looking after their body and stuff -
- A Yeah yeah yeah
- Q erm foreign players came over and they've influenced the British game, the English game, do you think erm foreign coaches have done the same thing; they've influenced the way the English game's developed?
- A Yes
- Q How?
- A Without a doubt I think you could, you could go down to (ital) and look at many of the areas for just to, from a tactical point of view the Barclays Premier League has changed massively. Controlling the tempo, remember that in, when I arrived in 95, the biggest shock I had it was the games. It doesn't matter if you play at home or away, it doesn't matter if you play in the first minute or the last? Everything is the, the same, hard and being fair and not trying to cheat the referee and all these things and that, that's changed now, I think you can see games that in the last 20 minutes you don't play in the same temple, erm teams can control the, the, the moments of the game, keep long, long spells of possession, teams that we play in Europe they play in different way in the Premier League and I think that tactical awareness has come from the non-English coaches and probably from Mourinho to Rafael Benitez to Arsene Wenger to, to Alex Ferguson is a big thing, a big improvement or a big, big change in, in the premier league over the last 10, 15 years and after that.
- Q What would you say and I'm saying this because someone said this already somewhere at interview already, what would you say if this person was in the room and said erm Mourinho and Benitez erm Wenger, Houllier they had not changed the English game, it's the same game, they're just re-inventing the wheel? They're just dressing it up differently?
- A I would that say obviously these people that they haven't been, erm they haven't played against these managers because the moment that you're involved in that league and you see the way they approach games, you understand that they see things in a very different way, managers that they look at your weakness, managers they look at your strength and they stop that completely and they know how to prepare games in a different manner and that's real credit to them, but tactically you can only, err you, you, you need to you need to just look at the experiences of these managers and they have a massive influence not just on players but other managers in the British league
- Q Mm hmm. Are you a coach that manages or a manager that coaches?
- A Both, both, both I think err from Monday to Friday err I manage people and on Saturday I coach players and I think there's a big difference, you cannot be a manager from Monday till Sunday, it's impossible, I think it's important that you need to be a coach, sometimes you need to be psychologist, sometimes you need to be err someone that understands the human being and you need to have different roles, err nowadays the performance are more like footballers, they are erm very rich young people with, with problems that maybe 15, 20 years ago we never, we never thought that we would be dealing with but err

it's important that you know how to deal with human beings from Monday till Saturday and then on Saturday you are coach.

Q That's good. This could be the last question cause you have crossed over quite a bit, erm what, you mentioned a few things there erm I don't wanna put words in your mouth but, what do you think are the main qualities to be a successful premiership manager? What do you need in your kit locker to be a successful manager in the premiership?

A Erm you need to be adaptable -

Q Adaptable?

A that's the biggest the biggest work, adaptable because you're dealing with err different cultures and cultures, cultures can be very, very erm positive when the things are going well, and when you're winning but when, when, when you face adversity cultures they can be very, very difficult, everyone reacts in a different way towards adversity and as a premiership manager I think you need to understand that, you need to have a, a huge capacity to, to be adaptable

Q Mm hmm

A with the players and tactically I think you need a real, I don't think you can be a good erm motivator anymore, I think you need to be a good motivator but with a good tactical awareness because the league has gone that way.

Q Mmm. Do you feel, this is just a side question, do you feel erm that nowadays with players, some of the players, can you tell them what to do or do you have to convince them what to do?

A That's a very good point, I don't think erm again, unless the player believes what he's good at or believes what he can do, I don't think you can tell them anymore, I think that's the difference between the biggest difference I've seen between the Championship and the Premier League and that's within the British league is that the, the arena where you playing your football is completely different and the player mentally needs to be right, a player that mentally is not right but he can perform to his talent he'll be successful in the Championship, if mentally you're not right in the Premier League the environment is so strong and so powerful that it wouldn't allow you to perform. I think it's important that players understand concepts more than be forced to do things -

Q Mm hmm

A because otherwise they wouldn't be successful on the pitch

Q Mm hmm.

**No sound..... 20 seconds**

A By their results on a daily basis so it's understood that if he loses three games his job should be on the line... And he could lose the job a manager in a, in a English league err football club is completely different is more the future err ..... err the philosophy of play, err the youth, structure, everything in the football club goes down to the manager and that would, that would take a bit more time to see if the project is successful or not. The unfortunate aspect is now that we train to starting to treat managers as head coaches in the continental fashion, through err Sky Sports News 24 hours a day that people (inaudible) and, and the news and, and that's a real, real problem, I just feel 10 years ago speaking with managers in Spain the envy of, of, of, any err footballer or any person involved in football was the time and the respect that the mangers had in the English game and unfortunately now that we losing that.



Q Ok, I've got a question I'll ask you off tape in a second, but that's very interesting you say that, you know in terms in the way that the players perceive things, what do you think as a coach, do you think when you're working with the players, do you think I better be a bit easy with them today or ill have to go in hard today.

A Yes

Q Are you aware of that? Are you -

A Yes, yes I always say that there are sessions that they go down to the mood, err when we, when we have a meeting with the staff, when we prepare the work, we got two or three options depending on the mood on the pitch -

Q Do you really? You plan that?

A Yes, yeah some days we'll do, we'll do exercises with a real physical demand, erm or there's, you can't do it because the mental approach is not right and that's something that we have to deal with, we have a real good experience in that respect which is when we, we, we lost 9-1 against spurs, 9-1 when you lose on Monday, you can start looking at the, the, the (inaudible) understand why it happened and then on Tuesday you've moved on. You just realise that you work all that and then on Thursday is a everywhere is coming back, the last result and it affects the players again -

Q Cause the game coming up?

A Yes and that's why we have to change completely what we were going to work on and that's, that's, that's something that you have to allow and we want the next game and I, I think that's that the erm the, the key of management I think is understanding the mental state of the player when he goes to, to work, I think it's more important than the actual concept that you are gonna work in the session.

Q Thank you very much. That was excellent

**End of tape**

**Interview with subject 21, 'Neil' Thursday 15 January 2009, Performance and Conditioning Coach, England, West Bromwich Albion, Celtic**

Q As a former professional player and a performance and conditioning expert can you briefly outline where you have worked.

A I have been on a bit of a journey do you want me to go back (long pause) a couple of years unfortunately I didn't get kept on went into trying to scrape round find work without the play for a little bit non league, it wasn't for me. Managed to get over to Switzerland where I signed for Vaduz speaking a little bit of French with a scouse accent Allez le Rouge type thing, German company went bankrupt all the foreign players got sent home, came back and played non league, ended up going out to Germany with a side called Bochum due to go out there and the day I was going out the manager got sacked and then brought his own German players in, it was bit of a soap opera. It gets to the point where I am about 22 23 gets a bit disillusioned with football end up going back to Hugh Baird College done an access course to University got into University into Martial Arts and stuff then started finding the quest how to get fitter faster stronger type of thing going over to America like Colorado Springs Us Olympic Centre doing courses in the states. Got my certified? Additions Specialist qualification which is a masters vocational qualification for the yanks come back and the fitness training evolved then. Which was a masters vocational course for fitness coaches in football doing that was money for old rope for me, and that's how I started passing that went into doing the amputee seniors squad, went out to Rio Russia prepared them for world cups, world championships LB squads and then despite trying to knock on the door being a former pro with masters degrees and stuff you still couldn't squeeze in. An opportunity came up to go to Qatar to work with the Royal Family. I took that as temporary contract but they wanted me to go out there full time to? Went out there for about six months it was great it renewed my passion for football and I knew exactly where I was going to get and it was an exciting time for Qatar as they were have a lot of world class player in the autumn/winter years of their career. Involved in the country as well as coaches got involved in doing my PhD looking at the intermittent effect of Ramadan on professional footballer, then I was fortunate to come across people like (inaudible) who have been involved five world cups, Mexico 86, USA 94, China 92, Honduras and a few other and he done the rounds on that and the most prominent one is a guy called Osvaldo he had won the world cup championship with Corinthians and was former assistant to Luxemburgo who went on to manage the national team and Real Madrid so spent some time working with Osvaldo he was like a sponge even though his first job was a fitness coach who evolved into a manager he had no chip on his shoulder, he was just open to anything would come and sit down and talk about it, am having that am having that, that was probably my fast track education into the world of football should we say.

Q And how long did that add up to all together?

A All together about 5 years.

Q Were they Brazilian coaches?

A Misopic is Croatian. During that time also what you had was another guy called Ceasar Robles who was quite prominent in my PhD his father is a guy called Pinga who is on the seventh all time list of scoring the most goals in

Brazil and it was exciting when people like Socrates who had coaching skills coming over and greeting them with all high fives regular blasé stuff, when you are little bit in awe going... I think one of the prominent moments when the physio told me Ceasar got an email saying Zico he is asking about a player, and I was like you mean Zico, 1981 and they were like yeah Zico, ended up going over to Fenebache and stuff Zico was working in Japan and he was asking about a player who had come to Qatar, a guy called Emerson, who played for the Brazilian under 21's, not a well known player in Europe but they speak and stuff and you are like an email from Zico and stuff! But when you start to get to speak to them and Ceasar's father Pinga had pictures of Pele and Garrincha on the wall and all players that used to play for Brazil you know when they got them kind of pictures of legendary figures and stuff and they are so humble talking like me and you are talking now, there is no atmosphere or chip on their shoulder, they are very interested in what you have to say and they want to learn, You know Ceasar is 57 you know he has played for the national team for Brazil or anything like that, so that side of things was really good. But what you would have as an undercurrent was like you would have (inaudible) man coach who managed like nine teams there was a guy called goose who had been with Utrecht in Holland, so you would come across a diverse ideas to football which was good because you would say am having that, am having that am not to sure on that there was some things that some people, particularly the French coaches, they were coming across as quite arrogant, coming across that their way was the best way I think the worse thing that ever happened from that point of view was France winning the World Cup in 98, so to speak everyone's all French and in all honesty they were talking about stuff in 2003 and 2004 as if it had just come out that you probably done yourself at Everton as an apprentice. There was nothing really cutting edge about what they were doing it was just because they were French it was better.

Q Interesting that you say that...

A So on the contrary in different bits I remember speaking to one of the Royal Family who was advising at the time and he was on about a Concentric Quad exercise concentric hamstring exercise to see how strong your knee is. I was like that's very dated its more concentric quad decentric hams, you know cos its when your hams are slowing down that's the ratio that you are looking for. Yet he is going to a top consultant cos he has treated Ronaldo and different bits and cos he has got the money then its like he is the best in the world cos he has got the name cos he has treated Ronaldo then they want to go to him the fact that the tests he got them going through are dated and they have an option of going to Paris or the top guy in the States in Washington. I was like if it was me I would go the states because you know all the American football injuries and plus all the facts that all the lawsuits you make sure that they are on the money. Given the fact that the consultant although he had treated Ronaldo, I knew that his methodology was dated so it was limited which makes me question am I really having that?

Q How did you finish up at West Brom then?

A I finished up in West Brom cos there was a time just after coming to the end of my PhD, my missus fell pregnant with our first, Joseph, we went back and then it was coming to the end of the line as in my original sort of employer, he was sort of left the country so to speak. At the end of five years out there, it

was just going to be groundhog day really, there was nothing more to extract from that situation I think the policies were changing, when I first went out you had the Marios, the Battistuta the DeBere brothers Pierros all out there so you had all world class players so when you have all these world class players at different bits of the season it was like bizarre really cos there was Michel? Playing centre half and different bits for a side called (inaudible) you are watching him as if he has just landed on the moon, I mean the guy has played for AC Milan and Chelsea and won World Cups. You are watching them kick the ball and different bits and you its what gives you that extra edge and experience its whether you are expecting them to do something special just because he is just a basic pro and from that kind of thing and you know you landed on the moon you would nt pick him up again. I think the obviously the level of football after that and you drop and you know you have played the worlds biggest games it's a bit like a testimonial for them a bit of a jolly.

Q You have achieved huge success though at West Brom really with what you have done?

A Well when I did go there I ended up coming back and added little bits of to write up on my PHD, under Professor Tom Reilly, who is president of the World Congress Society Football and a legend in the area and he misses absolutely nothing, you are talking about the guy who has advised Bangsbo, and the worlds best so to speak so it was quite an honour being with Tom, on the flip side of that, when I was in Qatar I was proud of myself cos I was sitting there with world cup managers and world cup championships holding my own talking about football, not being embarrassed taking on your ideas. Gives you a little bit of reassurance and confidence and different bits, talking I know to some degree its not my remit, talking tactics. But then again it is when it comes to conditional health and understanding that they want to play. I look on myself as a sort of Marco Pierre White of fitness that you can make your team out any style that you wanna play but let me know how you want to play them and I will condition your players that way. So for example if you want Bruisers like Stoke need the lads and that's your style of play then I can accommodate that. But then again if you want a good mixed style and flair and you would be surprised how much emphasis the Brazilian guys put on their fitness. Its massive, and I think the structure of the way they work things is very much different in the sense that if you have got the head coach there, they call it head coach and not manager you will have his assistant on his left shoulder as the fitness coach on the right and they are on a par and in some instances the fitness coach is his number two. I think that's how Oswaldo started off and they are third and fourth generation fitness coaches and they have used them well as they have had them for thirty years. There is a lot of naivety there, but to get back to where I ended up coming back there, there is a guy called Richard Hawkins who is now at Manchester United. I know Richard cos when I was in Qatar, when I came home, to keep my hand in with what was going on the UK I would always teach on a fitness trainers which is a Masters Vocational Qualification for the USA, teaching fitness coaches how to coach players from seven up to international so I always kept a good link in with that and enjoyed doing that and Richard left the FA and a guy called Nigel Pearson who is now Leicester manager, and Brian Robson over to West Brom and I had an opportunity to follow Brian Robson to Sheffield United and like everything in football as you do I was making bits of stuff til the

season ended and that happened quite quick. Ironically, to other places where you have sent your CV in to everyone to the cleaning lady to the chief exec to the secretary to make sure its gets to the manager and you don't hear nothing back. I think sometimes its meant to be and you get a little bit philosophical and spiritual where you are just thinking well when the doors meant to open I suppose the doors meant to open. So anyway I got into there and it was probably a million miles away from the level of professionalism and the level of knowledge of certainly Osvaldo in everything from planning to the way that he conducts himself but you know maybe you are being a bit harsh from what he has achieved to where the current manager, then Tony Mowbray, was at that time in his career quite a young English manager, relatively young anyway I think it was only his second big job he was at Hibs before he was at West Brom, But that being said not to say everything being about rose tinted glasses about foreign managers, there was some of them (inaudible) for him being around 5 world cup squads if you have got a manager who has been in 5 world cup squads training players, you are like am getting my pen and paper cos I will be getting notes down every two seconds and that disappointingly so it was not the case, I think he just had good people skills, he would shake everybody's hand „hi how are ya doing, you are great in different bits“ and he had that feel good factor about him, which is a good attribute to have but he his actual training in different bits was limited. I think one of the problems that he had, for me, was that because he had been an international manager for so long he just didn't have the tools in the bank to accommodate the full season. He, I think he had been an International manager for 25 years and to transfer from going from, preparing the best, picking the best players in the country certainly anyway to tip up and its all laughy jokey bit of head tennis right to prepare for the game to conditioning to tactics to having variations in the box – the lads got a bid fed up come month 2 & 3 when training is still the same the ideas are the same, I think his I don't think it was an English problem because he spoke fairly decent English but er I thought the way he transferred his message as a coach was wrong, I don't think he could break it down well and what I mean like is this is a manager thinking back to a couple of sessions there were he stopped a session and he has come in and he sort of mumbles, and that's what I want you to play over there and anyway lets just keep playing and different bits and he stopped it at the right session but he just couldn't transfer his message across and he had to be fair to him, he had a translator there who could speak five different languages that could accommodate whether you were Italian, French, Spanish, Portuguese, the lot and I don't think from seeing a difference between him and seeing a difference between Oswaldo was again its night and day in a sense he could have the ball theory up there, the way, and I think that I think that one of the good things that picked up from the Brazilians which I liked and I have been told Burnley use as well is the whistle, the coaching. Erm which I will use as well, everything from when the lads are playing a little circle of a morning, to go bumf its time for work now and I think I have recently done my level 2 badge and different bits and I was the only one on my assessment to use a whistle and different people were going stop stand still and its gone or different bits, I think when you, and lets expand that to like when you are training and dealing with a full length pitch and your shouting and different bits and I think it not only gives you a coolness, I think it just gives you a control but I think it fits

with everyone freezing, you will know yourself that if you say stop stand still and people have moved 10 metres, the pitch has changed from where you wanted it to freeze, erm and I just think it was far better disciplined, it just spells out discipline control and he's the man so to speak for me like I think especially when he didn't you know he is reaching to 60 - I think it was about 65 odd at the time but so when he is shouting and different bits like he is straining himself like and then he is gasping for breath and then trying to explain his message, I mean whether it was lost in translation or what but his message was certainly lost.

Q. You mentioned earlier about erm about Oswaldo being like their preferred and stuff like that and you also mentioned something about Bora that its difficult, you can't generalise foreign, is not necessarily the best cos you mention like the French and stuff, but I try to avoid, at the risk of avoiding, at the risk of ignoring generalisations what would you say are the main differences in approach to team preparation between English and foreign coaches.

A. Really, I think its hard to say because its individual specific, and what I mean by that I think if I look at Oswaldo he is probably the best I have worked with, his attention to detail, I know some of the notes and different bits as he would plan everything in his contingency plan and what I liked about him is you play, I am thinking if I played for you, I know when I went on the pitch if I was playing in front of 50,000 people and we are getting beat 2-1 and he goes bum bum bum, the message what me job was and what me contingency plan was, it wouldn't be where people are going, I am going, watch you, drop in the hole and all the different bits what does he want me to do and people are making it up on the spot and cuffing it and you know sometimes it didn't always win the games or save the points but I think the fact he he has prepared for it and I think when you sit down and listen to when you started the pre-season and wanting to take on board and stuff, you know and that, so the one thing I tried to get across to you know give the knowledge and experience I have acquired to Tony Mobray in different bits but he didn't really take on board with that and you know before the season starts your gonna have a couple of players sent off and your gonna play against 10 men, you know before that even starts, you know before the start players are going to get injured cos its part and parcel of the game, the lads who know full well are going to have to be fit, you know that in January you could have a few really cold nights and different bits so one of the things that I was stamping me foot on the floor when we got to West Brom, and trying to change a few things, like I was saying to the kit man „where is the skins and the leggings for the lads?“ Well what do you mean, its October we don't need them, well where are they?! And it well, you know we haven't got them – you know what its like you give them all out to the lads and they all go missing and I said well its not good enough and you know like I tell you why its not good enough, everyone should have the numbers pegged, and there should be a couple of sets because if its on consecutive cold days, one is in the wash the other one needs to be ready, I said because this is where it is if I am doing a speed session or the manager stops it half way through and does a coaching point, they go again and somebody pulls a muscle and different bits then that could be a key player and that could cost us the game and its not only about him being out for three weeks its about him being out for three weeks and then getting his touch back before he was and that could be 6 weeks or 8 weeks or

longer and there's a lot of – how many games can you play, they are playing 2 to 3 games a week, so when you break it down like that, I say we are going to Sheffield Wednesday, Yorkshire on a January night and its absolutely Baltic and lads are going all of a sudden where is it and your thinking that kind of off the cuff like indiscipline type thing infuriates me a little bit at West Brom like and you felt like alone and trying to say like gaffer can you back me up here like and he would go .....

Q. So the Brazilians would plan, they would make sure that all that kit for example, the kit was there, you mention about playing down to 10 men, did he train to play against other formations

A. Yeah, yeah, that's a good point, I think one of the key things, I mentioned briefly about being a fast track education in football, is that generally it goes through systems, I know that when we were coming up that most teams played 4-4-2 and when I was a kid, it was never really challenged that, hang on a minute these are playing 4-2-3-1 here, there was never that other, it was like a game of chess to them there was never that other question that was sort of asked, you know it was either you know I am sticking with marking em or whatever but I think they would mark and I think you talk about, they would say I am playing against a French coach, Metsui plays a 4-4-2 this way, I am playing against a Croation coach and they would have the players and be speaking to them saying listen, this guy is Croation, Luka, there was a guy ended up being manager of Barhein national team after Luka and he had the biggest porno mussie I have ever seen, like one of them big bits of curly hair and different bits, he could have palmed off as a plassie scouser! But anyway Luka he was a Croation coach and I met him a couple of times and I have got to say to the Baltic countries and Eastern Europeans you don't trust them, they have that little awe about them, the Brazilians are from what you would class as a poorish country, but they have got a different aura bout them and charisma about them and different bits, but the Eastern block people like you just couldn't trust them even Bora and that like you know you would speak to them and they would be nice and that but you always felt there was an undercurrent where you were thinking „I don't trust this guy“, whether it's the area they are from and the way they are brought up and the Polish & Russia I don't know but like he would plan and he would be on a Thursday and as I say it was different there, the climate or what not but they would meet the players in a circle before training started and he would say listen get your minds ready we are playing against Luca he is a Croatian coach, he will play 3-5-2 you know he would go through the system like and he would say you know what he will get through to his players they will bounce the ball, they will fake injury, they will do this but when they get the ball they will keep it, you know, they would use all these, and they knew the psychi they knew all the tricks to play and I think one of the differences is us as English, we try to play it fair you know what I mean, its our culture, they look at that, if they can win a penalty then that they look that's fair game to them but we look at it as being a cheat but they look at that, that's within the rules for them..... Not that I would rather anyone would ever say that they never advocated it but the Croations in certain bits and you know that the Arabs have that mentality better than anyone anyway so I don't think they need educating up on that but erm, he would speak to the players about that game, about that coach, about that style of play and he would get across, what he called in phases where he

would break it down and he would say, and I think what he done well is he just give them one or two points, he didn't give information overload.... You know it was sophistication by simplicity, to quote a code from Da Vinci.

Q. I am impressed!

A. You know it was just two points, you know what I mean at a time when he wanted to do and I think over the time when gradually, if we go down to 10 men and we were playing a Croation coach, this is how I wanna change it if we are winning and different bits and I think if he felt, he wanted, you could see him frustrated cos he wanted to get out more but the level of players couldn't handle it, you know and I know that from talking to him and stuff like...

Q. How do you know that the coach, I mean obviously for example I mean people play against English coaches in the old days and say they are going to play 4-4-2 end of story, you know two flat lines, two flat lines of four and two up top. How did he know say for example that the Croation coach was going to play this way, did he get them watched a lot, did he watch himself?

A. Yeah of course – I think its experience of being in the area, I think its experience that he would watch the game, erm I have actually brought something that's for you about the way how the English have now advanced the system erm, its this sports coach was telling me about the other day whereby all the players are getting watched, you know like so and so, what's his height, what's his weak, what he is good at, all the free kicks and different bits, that is the level that it has gone to now that was at West Brom.

Q. Did you initiate this or was that the...

A. No no no, that's already in place, that has been in place from all the video analysis lads yeah so you can have a little look at that... but what he would do is he would watch them and I think, they have a good appreciation of world football like and I think where they think about the game a little bit more, is where its more rigid 4-4-2, its like playing that little „stand in the hole,“ which forces them to come out and if he doesn't come out you can get the ball at your feet and turn and run at them and different bits and he knew that little balance between you know when to play short and hold and when to go long and that little movement and understanding was got across really well.

Q. This level of detail you have just showed me here now, concerning er a Championship club, erm who initiated this, do you think this is anything that we have sort of followed the foreign countries lead?

A. There was actually, I know the lad, cos he actually helped Houlier design a guy called Chris Carling, its called an Amisco system like stuff that you may be familiar with like erm

Q S imilar to Prozone isn't it?

A. Yeah, similar to Prozone systems that come about. Now whats happening with the involvement of Universities, probably over the last 10 years, I think Tom Riley was one of the first to get involved in er 78 with doing stuff, on this match analysis and that I think it has just evolved around certain companies, I think that is actually the scout, there may be a little bit on the history if you go on the website I was talking about that may help you out with that one and I think one of the things that in my job is that fits into Sports science and that and how things work to some degree as well as particularly your scouts who are going out watching players and stuff and from a technical aspect but erm.... Its having the understanding of it but match analysis now, you need a



separate match analysis, whose the man in that because there is that much detail to get you know I think at the moment Managers in this country still don't fully understand the nature of the role and I will give you an example, in 2002 I think it was something like that, there was a job going at Sunderland for a fitness coach full-time and it said er, we want you to look at heart rates, do all the speed training you know strength training, you know football specific play and its like they must have got the job remit off you know off an advertisement, cos it was world class what they wanted you to do, underneath it has got, we want you to work with all of the academy kids, the 16-19s and the first team, and I am going, lets get this right – you want all this from kids all the way up to 19s well there is 10 teams, 16 players, there is 160 players, then they carry about 30 odd players who are on the fringe team, look at Liverpool and they are carrying about 60 players up at Melwood and so I am like that, I thought, you want me to look after 240 players in a week, then I said let me ask you the question here you know and I didn't actually like you know I only met the guy briefly in Leeds, for the position and I said let me ask the question, how many physios do you have for the first team, and he said oh well we have two and I said great, so then you if you have 8 players injured would that be a catastrophe for the club and he went „oh right it would“ so I said o when you have got 8 players for two physios who, how often do you actually have 8 players injured and that like I said but yet you want me to do all that and look after 266 players I said you haven't got a way of extending the day have you to like 75 hours a day, they don't have an idea – they know they should be doing something but they don't know what they should be doing!

- Q. Yeah, well that's an interesting point that because I mean there is a lot of English people, a lot of English coaches are resistant to change, why do you think that is?
- A. I will give you, its possibly, its insecurity and that is the biggest difference I possibly find is that I am speaking to a world club winning coach, a Brazilian guy that has worked with Luxemburgo friends with Diva, the full shebang and they are lapping everything up and I can hold me own with the conversation, I will go yeah I will have that, yeah, maybe and then they will think about things or give you a counter argument, you know and you go that's a great point that like you know and you just generally talk and I don't know whether there's an insecurity or whether we see it as a weakness the fact we are taking guidance off somebody else, you know and I think there will be a quote I got told this week about Stuart Pierce saying „sports science on top of attack, not on top“ and I you know, I don't know whether that's because the people who have actually gone in there are academics, they have listened to what they have said and are thinking I ain't having this and they formed an opinion and grouped all the more at the same time or you know or insecure because that's what, I am possibly unique in what I bring to the table to some degree because none of them academics have played, I think there is only about 2 I think there is only probably Banswell and Bolson, Bolson played for Torquay and Banswell played in Denmark and with due respect to them guys no disrespect you know but both Denmark and Torquay like you know when you consider you know yourself there is a difference between playing for Everton resses and playing for the Championship there is nothing in it other than somebody giving you the nod and actually giving you a go so for actual level on where

we are at in different bits, its you break that down, its one of them, I think they may have had bad experiences from academics in there that they just haven't bought into or it is an insecurity that they see it as a weakness.

Q. Is that why they rely on tried and trusted methods then?

A. Well the...

Q. A comfort zone for them...

A. Yeah, I think there's a nice, that like is a nice little thing there that in skill acquisition and stuff like that when you are teaching new skills and people are panicking and fatigued they always resort back to what they know best and that's a ropey technique and I will give you an example, where the Russians were saying about building skill up and you know what I mean and then they were doing, lets say for example an Olympic weight lift, er refining the movement and stuff, when you start doing okay give 5/6 as fast as you can, when you are fatigued they were struggling and they would resort back to a bad habit, it crept back in.... and there was an idea of you know if they were saying you know lets say about crossing the ball in and different bits, you may have broke it down and told me right, imagine this is the world – I want you to hit Australia, bend it round or do whatever – you put a run on for me to go back to doing me bad habits again when you put a run on and put somebody under pressure and different bits like you know, that's a cue to take the skill back again.... And whether that's happening the same at Manager level, whereby they are a little bit „I am not sure of this“ and that's the erm the safety net, which is bumf, like I am sure of this.

Q. Do you think that's down to the fact that, there is or is there a fact I don't know you tell me, do you think there is a difference between the level of preparation, between say a Brazilian coach and an English coach...

A. Well get back to there its like we have just come back from the U17s er John Peacock, different bits of things. I thought the preparation er was as good as most, if not any er you know they have all the video analysis in there, all the meals are planned right and it's a little bit grander than routine, I think the difference when you, if I look at if the Brazilian coaches had the access to all the information there and the Prozone different bits, I think their insight would use it better... and I will give you an example, is as I am talking to Kenny and one of the things I picked up from speaking with them and stuff and you go and watch a team and that and you know you sit with them and that just because I was like a sponge, you know you have got that opportunity to sit and listen to these people and work with these people and different bits, you know I want to learn as much as I can – give it to me. So I am sitting there watching the game and that like and say they do the free kicks that way and that way and that way and one of the things I picked up from him is that if I was gonna do erm, like for corners example, he would change his corners, because he said I am watching games every week and...

Q. ...that's the Brazilian coach yeah?

A. Yes – he said he doesn't underestimate other people watching the games , you know and he didn't underestimate people, they weren't that arrogant to think that okay, and that's one of the things that let me take this to, indeed even Tony Mowbray in different bits but he was a farce because he didn't even practice set plays

Q. Mowbray didn't...?

- A. No. Until I come up and said right when do you practice set plays in your working week – well we don't practice them, Bryan Robson never practiced them – so does that make it right like!
- Q. Yeah – traditional!
- A. But you know does, it I am asking the question – all of a sudden the Asst Manager and er Craig Shakespeare started taking set plays and that and I am thinking you know it's the little things that your instigating and stuff, as well as the technical warm ups which we get onto in one stage and that like and a lot of your innovations that you brought in led to a lot of success and its interesting how the youth team have just won the Youth League or they have finished high up with Liverpool, and the reserves done quite well this year, one of the things they have done which I remember back from our Everton days, is that I remember you saying to us that we do the same set plays as the first team. So you have got that natural transgression, that's one of you know the innovations that right I will have that, bring that in from a fitness point of view that the warm ups is the same so that the kids goes from the reserves, he is not phased on match day, he knows exactly cos he has been doing and that familiarity is massive you know what I mean that he can concentrate on his job and his game and the preparation follows through and these innovations your bringing in er at West Brom, its nice to see that the lad who was put in there as an intern like, I think he has just been took on, I was getting told the other day like that they have had a successful youth cup and he even done the reserves as well, erm but its frustrating at the same time thinking a lot of them innovations that you wouldn't have had in and wouldn't have had his way of thinking had I not educated him and took him under my wing and give him a load of fitness drills and different bits and to some degree there, which I am sure you appreciate Gra, you feel a little bit cheated and robbed, you feel like going and saying I have been fleeced here.
- Q. Yeah absolutely. You know like in terms of the preparation in terms of the way that Mowbray and Brian Robson, cos Brian Robson didn't do it, it must be right, do you think its down to a difference in coach education, you know say again between Brazilian and English coaching courses?
- A. No – cos I don't think the Brazilian coaching courses, I was speaking to. And that, he wasn't too enamoured about, he was actually talking to me about setting one up, cos he said he didn't really rate it and I know they wanted to do the UFAFA courses and that, so I don't think we should knock sometimes the quality – the level of information I think certainly on the sciences is second to none in the world, you know that they give on these courses, erm, I think what it comes down to, I think that it is an individualised thing – I think possibly it's an arrogant British thing that once you have passed being a player and that to some degree, erm and I don't know whether it's a sign of like maybe we possibly see it as a weakness and again maybe its experience, maybe it's the fact that they are the third and fourth generation fitness coaches so when they were growing up they were used to seeing the fitness coaching separate and that structure there, they have grown up with the structure and maybe in 20 years time, the players who are playing today are better because they expect the fitness coaching, you know so that maybe that we are just a little bit behind times in evolvment and indeed it may have still been there.
- Q. Its interesting what you say about the arrogant British thing, oh I have played so therefore I know – that goes back to the old days in professional when

coaches and managers first evolved but yet you look at likes of Mourinho, Wenger, Houlier, they have never played at a decent level – Alex Ferguson has got a chequered you know, quite a modest career, I mean Benitez was a PE teacher so was Mourinho, working as an interpreter, Wenger was an Economics graduate, not top players.

A Yeah yeah –

Q. Is that an advantage then...

A I think to some degree yes and I think one of the things listening round the interview as well and I have known the course and that the difference between being a player and being a coach and stuff cos I was speaking to David Seaman, I spoke to him when he was coaching for a Goal keeping license and what he was saying when I was sitting down having dinner with him when I was saying how are you finding it and stuff like, he said he was finding it hard but he said for me you throw a ball about, show you how to catch it but somebody who can't do it you find it hard to troubleshoot, if I call it trouble shoot, breakdown what is he doing wrong and how do I fix it and I think because they can't do it and they don't want to see the weakness and that's why I say I think its fantasy league manager – if a striker is not finishing right, oh the striker is crap go and get another strike and I think that's why I call it fantasy league manager, who is doing coaching at the minute, and if I could elaborate a little bit more, look at the amount of goals West Brom have conceded in the last 2 years cos they conceded more goals, even when we won the league than Sheffield Wednesday who finished fourth that year. Now Tony Mowbray and Mark ... were both central defenders so out of anything you would have thought they would have had a decent defence.

Q Been able to coach them?

A. Be able to coach them.... Now the amount of times, they had a kid called Leon Barnes who they signed from Luton, now Leon very very raw, and if I put it on ability with different bits for me wasn't as good as Moorhill, but he has played Premier League football, probably faster and more athletic than Moorhill, erm in different bits but he is making certain mistakes and you could see him bullying and picking and you think get him back in the afternoon and help the kid out and I think help the kid out you know what I mean, he turned round like and some of the things he was doing, it was like he was closing his eyes and hoping the problem was gonna fix by throwing somebody else in there, now I will give you an example of erm when I went over to Qatar recently they had like coach seminar days that I went on to and just have your pen and piece of paper cos what they have done is they were doing just handing out numbers which I am sure you can relate to.

What he has done is he has had his pitch and he has had his areas and his goal posts and different bits and I think he has drawn his lines here, right imagine this is the box and he has drawn his lines here and it was all getting back into the nice space, funnelling back in you know what I mean and there was certain points where they go like at this point there you have got to try and delay him and its basics as in delay the ball - give our players time to get back, get numbers round the ball and how they pressure and stuff like that, never once did you do anything like that, never once...

Q At West Brom?

A At West Brom, never once did he go right okay this is the scenario, I am going to press the ball okay your man is over there but he is not the important thing,

I need you to double up and back up round him because one of the things I was saying to him, and a good example because its been quoted by a player called Chris Brunt, erm great left foot, left foot equivalent of a Beckham style player of a David Beckham type player, hasn't got that much change of pace different bits but he is getting slated for being a lazy player – now one of the things if your telling me as a coach is that we need to get more out of him and you go and play him against Cristiano Ronaldo, you need to double up against one of the best wingers in the world you know so it may be the case that his fitness drill that week is that you get back, I want the left back to delay him and different bits and I want you to blindside tackle him so he is running at him and all of a sudden your coming and just trying to nick the ball away, you know what I mean, or at least you know run past the full back and say right now you can go and engage, one of the two, now I am meant to be like the fitness so we will be practicing that all week so when he goes on Saturday, bumf this is the way I want you to play – your watching videos, look see - how other people have successfully managed him, you know as you say right I am having that that's the fitness drill I am gonna do for him so when I am taking him away and I am working the heart and lungs and legs, its just a different time for me and reverse ratios and that but your idea of „that“s the problem how do we fix it lets isolate that then put it back into the mixer“ and I think that was a big thing with Oswaldo I mean I give you earlier on like structures and training days and stuff, what they would do is erm cos they would train a couple of times a day, and it made a difference cos they are playing once a week or what not but they would have defenders in at 9.30 midfielders in at 10am strikers in at half 10 and do a little bit of work with them just half an hour before like the other day in a game, talk us through what happened in the defence.

Q And didn't that happen at west Brom?

A Not at all like nowhere near, nowhere near, Gra your talking about going in a morning of the first week you have got Deano picking his horses at 10am, what are you doing (this the manager) yeah, then its just a case of lets just do 3/8<sup>th</sup>s you know 8 round and one of the things that lets get back to coaching, its only when I got into other sports and you will know from your experience with running and stuff the difference between good coach is you realise how many poor coaches there are in football and what I mean by that is like I say you have Colin Harvey who couldn't tell you what are you doing wrong, now one of the things I went there, the first couple of days I went to West Brom, I am lucky because I did a handover takeover and Richard Hawkins is doing a ball warm up and he is doing stopovers etc and its sloppy and your like look at that, shite – sloppy as you like now that gets taken into a Saturday and that now once I turned round to him and said you take that, three weeks in he was asking what can I do in the warm up and different bits...

Q ...the manager?

A the Asst Manager... Here you are mate, I will give you the bullets to fire, you fire the gun I am not telling you what to do but you have seen how many drills are on my computer and different bits like and that from experience and stuff. There you go take that... One of the problems you had with them though is that because he wasn't keeping to time and he would go off on a tangent and different bits, that when you did a mixover one of the SAQ warm ups and different bits where I got the lads doing a bit of fast feet stuff, he would split

into two groups, didn't work at all because he didn't keep to his time or he wasn't used to it. I will give an example, one he done do them for 90 seconds and call it and he went off at his own tangent, one for 45 seconds the other one 120 and Kev Phillips turned round to him and said Deano where did you get your coaching certificate from, the internet?! It was a laugh and a joke but at the same time I was thinking is this right like, you know this guy is on the best part of 200k dealing with Prem league footballers here, and while we may know the game in different bits your thinking as a level of professionalism, now we had this culture as well as being one of the lads and stuff, I think that Deano is still from that dated culture and I think that probably stems from the George Best icon era of being the best player, having all the fittest birds, the most money so everyone wanted to be like George type thing as a model professional really and whether they have grew up carrying on that sort of mantel so to speak and whether its evolving that to some degree, cos you are still finding even now today's players are still looking to go out and get smashed you know was it Ledley King, the most recent one.... Erm, for that arrogance and I think Deano to some extent was a sort of I am a lads lad and get in there and different bits and its like when we go away on a Friday and stay in a hotel and Joe Corrigan you know he was he would speak to you when he had had a drink but of a day he wouldn't say two words to you and you would think sometimes oh had a drink have you?

**Tape paused...rambling off focus**

A Foreign coaches have a winning mentality...it's a massive difference...there's no false modesty with these types of people...Look at Mourinho some look and think its arrogance. I actually look at it as a determination, a statement of intent. They are here to win.

Q Have you experienced any resistance to your ideas by managers?

A Yeah, some. I will give you an example – Ishmael Miller has blistering pace so the manager wanted me to get him fit. He was built like a brick shithouse and was a real handful so I worked with him and turned him round...improved his game.

Q Did the manager appreciate that?

A Yeah I think so but he wouldn't pay me a decent wage...

Q Why was that?

A I think he was intimidated by me and my ideas...I have all this knowledge about science and performance and he didn't...(rambling about contracts)...

Q. As an ex player and someone who has worked in professional football is there a birds, booze and betting culture?

A Very much so...the assistant manager was into his betting, always picking his horses. A few players got into big debts with betting

Q Was there still a lets go for a beer...

A Well some players didn't want to warm down after the game to go on a night out...there was a lot of bravado...they are young lads with a lot money. They are chicks and ale magnets...there's boredom with lots of hours to kill. Its also escapism from the pressures of football.

Q What about jargonised language, the craic they call it. Does that still go on?

A When they make mistakes in training they slaughter each other. You know „you couldn't hit the arse end of an elephant with a banjo“ when they miss a shot.

Q Mmm...

- A They get up to laddish antics burning clothes putting deep heat in each other's boxers, Vaseline in their shoes but it opened up a can of worms...open retaliation. But the staff thought it was healthy behaviour. It gets nasty though...I've seen kids on the England under 17 squad throwing mud at each other...copying the pros at their club. But, the top pros are like kids, people do everything for them. There's no need to accept responsibility. They have agents who even book holidays for them...they have help on tap. But there's a psychological issue once they leave football there is a void and the phone stops ringing. Look at Paul Gascoigne and Frank Bruno they had breakdowns, divorce and so on.
- Q Last question. Is there a control difference between an English manager and a foreign coach?
- A The foreign coach appreciates the level of support needed in today's game. They have been brought up on the conditioning, video analysis and other subject specialists. They recognise you can't scout a million games...you can't do that amount of jobs...they are happy to delegate. They have that consultant style approach and tell specialists what they want to get their teams prepared right for the games...
- Q The English see others as a threat?
- A Its very difficult to generalise but there's that many different types of personality...its what's been moulded on them. Are they ex-players, what level of player they were. But it's whether there's humbleness about them. Are they willing to take on the extra bits, new ideas?
- Q Mourinho hasn't got that playing background so he has to make his players buy into it...
- A Exactly...
- Q Do you think any resistance from English coaches stems from I've played and know all there is to know about this game?
- A Possibly, yeah...certain questions may make them uncomfortable. It takes a big person to recognise and appreciate and acknowledge their weaknesses in public...they can't be seen to show their weaknesses so even when they are wrong they are right.

That's a great quote to finish on. Thanks Willo

## **Personal conversation with subject 23, 'Ron', Speke Ramada Hotel, 1/5/04 8pm**

**Note:** Although agreeing to be interviewed for a „couple of minutes“, 'Ron' did not want any part of our conversation to be taped. He was however happy for field notes to be taken.

When asked if he thought foreign coaches brought little to the English game, they are merely reinventing the wheel, he was adamant that: „They have definitely brought new ideas and different ways of coaching players and how they should play in a number of team frameworks. They have [especially Houllier and Wenger] added a scientific support dimension to player preparation and performance monitoring. Yes, I believe they have taken English football forward and Arsene's teams in particular have moved the game to a higher level.“

Although having worked alongside a Sir Alex Ferguson and Sven Goran Eriksson he prepares his almost exclusively according to and his own ideas and there seemed little evidence of innovation when he recalled a remarkably „standard“ approach whereby „during the week we keep players“ fitness ticking over up to Wednesday. Then we look at their set plays, we change ours „cos they will have watched our last game. We then look at their set up [tactical formation] and see where we can hurt them without them hurting us.“ When probed if he picked his team according to the opposition he replied...“No. I always like to have my best eleven out there, but you need to think about the opposition without worrying too much...keep to our strengths.“

Appreciating the experience of both successful indigenous and foreign coaching talent he somewhat belligerently observed that „all managers have their own way of going about things. I'm different to Sir Alex and he is different to me. We both try to prepare as well as possible and get the players up for the match. Sven is quieter than me and Alex, but he likes to give players“ responsibility.“ He added that Eriksson was not a rant and raver „it „snot in his nature, but he can be firm with players, yes.“

It was difficult to build any sort of rapport with „Ron“, even when injecting some references to the researcher's background and similar club level experiences to „break the ice“. He seemed to have a very high level of personal confidence, almost an arrogant streak dissonant with the mutuality of subculture communication and discourse found so far. It was clear „Ron“ did not like to be probed or have any aspect of his practice questioned when on the one hand he espoused the influence of non-indigenous coaches yet apparently placed great faith in what appeared to be relatively tried and trusted approaches to team and player preparation. His self-confidence manifested itself again when asked why he thought he was a good coach and manager effusing that: „To be a good manager at any level you need to know the game, be able to spot a good player and motivate players. It is not rocket science...I am good at all those things.“

As the interview concluded it was not clear whether „Ron's“ brevity in responding to insider questioning and negative body language was a show of contempt towards the researcher. It may have been a personal dislike or that he was perceived as a threat to this particular occupational subculture in sharing a similar background but seeking to



explain inherent behaviours at an academic level. In any case this subject was extremely disagreeable to interview.

**Interview with subject 24, 'Harry' in Quo Vadis wine bar, Formby, 4<sup>th</sup>  
December, 2005**

**Note:** The subject had arranged to meet the researcher in a wine bar!!

Q How would you describe your management style?

A You have to get the players with you...they have to appreciate others' qualities.

Q You were linked with a move to Barcelona, what happened?

A I would have loved to have taken it...Venables was leaving...and I fancied the challenge of Europe.

Q You did experience Spanish football with Bilbao. What was it like?

A It was totally different...they employ a foreign coach to come with his ideas. You are not going there to say yes to them. They are employing you to come with your ideas or a different philosophy. Heynckes had been there a couple of times...I don't think I should have gone there to listen to them...so I did it the way I wanted to.

Q Were there any difficulties getting your ideas across to the players?

A No problem at all...players were absolutely brilliant. They enjoyed the training, no one doesn't like my training, the discipline on and off the field. The board wanted to fine players two weeks wages as they were bad timekeepers...I said leave it to me to do it my way.

Q What did you do?

A You know. The same at Everton...percentages of a week's wages for bookings, sendings off and being late out...we put it all in a pot and go out as a squad for a meal and a few drinks...it's good for team spirit which is so important.

Q Were you able to take your own staff?

A I didn't have any choice of staff...I couldn't take anyone with me. They had an ex-player and wanted to groom him...and that's what happened when I left. The players used to call me „The Mister“...that's what they call all head coaches and managers...The players took what you said literally...no one ever questioned me. Going through an interpreter is different.

Q How would you describe the club culture?

A Fantastic club...they had to be with the Basque only policy. They start at a young age „cos they can't afford to lose their best players. They sold some but they always come back...Zubizarreta the goalie. They were great pros. The President is voted in every four years...Directors are more confident over here „cos they can't be voted out...they tended to change their coach just before re-election to keep the fans sweet. I said to the general manager I don't want anyone watching my sessions, but in the end I loved them being there. Some of the players come out late at regular intervals after having a massage. I had to show the fans the discipline. So, first one out late one press up, the second two press ups...the fans clapped and cheered.

Q How did things compare at Xanthi?

A The club had a few good players...the owner wanted me to coach them, improve them and sell them on. The other thing was that training was at 6am, before it gets too hot. The culture of Greek football is so passionate...once the general manager ran on to the pitch and punched the referee...I left that night...Ethnikos was crazy. They hadn't won a game...when I left they still hadn't won a fuckin' game. No, I was impressed with the Spanish...they were different class. The players didn't want for anything. In fact they were spoiled. The expectancy level wasn't great...but we [Bilbao] got into Europe first season. The Greeks were different...for example they had no scouting but had contacts with local clubs to get their players.

- Q What about the whole idea of transplanting ideas into a foreign culture. Would it work over here?
- A Trevor Francis tried it at QPR...the Italian idea of bringing pasta in...there was a revolt by the players. Graeme Souness did the same thing...should have been gradual but Gerard Houllier and Arsene Wenger didn't go in and blast it. The Spanish lads had a bottle of wine Friday night and a glass with their lunch – they are used to it.
- Q Did you try to bring some foreign ideas when you got back to English Football?
- A I started to get lazy...if there was a match on Sky I'd watch it rather than drive down for a few hours. Its not the same but...then leaving half an hour before the end to get back...you are not seeing it properly, are you?
- Q You mentioned earlier about why some Spanish and Greek clubs would take a foreign coach. Why do English clubs?
- A It was the players coming in...years ago great Scottish players came down. All of a sudden no ones coming down and we have to go to France or somewhere else. I Think Wenger's the luckiest bastard that has ever been...why?...he got a great goalkeeper and back four plus he inherited Bergkamp. Full credit to him though he didn't change it...that's good management. I think you can bring too many foreign players in...the fans are not associated with the team. But Wenger signed Henri as a wide man, turns out to be a striker – the best one around. Eriksson has brought wins but I think he's a lucky one [coach]...but it can't just be luck.
- Q What about their ideas on player preparation?
- A Player preparation possibly but players coming in are used to it...fitness coaches and so on...we tried it at Everton.
- Q Do you need to have been a good player to be a good coach?
- A Yes, needed at first, but you maybe have to fight a bit harder to get players respect.
- Q Is that the foreign way? Do foreign coaches have a different mentality?
- A I can't imagine them being angry in the dressing room...telling players why didn't you do this or that...it's a case of see you tomorrow. Managers used to be the leader of the club but are not as powerful as the players now...you should leave it to the coach. Some clubs go for the foreign, and go for a foreign coach and general manager who don't go in there. Wenger and Houllier they have respect but players can leave anytime on freedom of contract...they can sign for somebody else in January. Signing players is out the coach's hands. Get on with it...that's the foreign way.
- Q That is the model they seem to stick to across Europe. Do foreign managers need support? Did you get any support to settle in and work...?
- A I would have liked a mate [assistant] with me in Spain. In Greece I had Viv Busby so I could delegate knowing it was done right...otherwise I'd have to do it myself.
- Q Are you a manager who coaches or...?
- A I prefer to manage then – I liked to know what was going on. I loved the everyday of it anyhow. I wanted to be out there with the players...needed to be part of that...not undermining anyone else like Col [Colin Harvey at Everton], but that's the way I wanted to do it. Bilbao were pro-English in the way they wanted to play. I went straight in 4-4-2. I said I believe in this system...but we had got done by the likes of Real Madrid. I learnt we can't do that they had Hugo Sanchez, Butreguano, Michel and all that...I am going to have to go five in midfield here. But, it was an education...I went there with my philosophy of 4-4-2...The standard [of La Liga] was inferior to the Premier here...top clubs are different class but there was a void below.
- Q Do you think the foreign coaches here have adapted well to English football in the way you did in Spain?

A I love watching Arsenal...Houllier and Wenger are different...Arsenal man for man are different class. Houllier was criticised for being too defensive. This year he has changed and went more adventurous and maybe more entertaining but they lost games by going the other way...but won more games by not being adventurous.

Q Are they stopping English coaches coming through? Are they better prepared as coaches?

A There are no good English coaches coming through. They [FA] started this Pro-licence and management thing. No, I am not a fan. The long ball game, getting the ball into the box as quickly and often as you can...that lost us so much time in English football...Ritchie Barker believed everything they said...it cost him his job. What I agree with is teach people to be organised...You were always organised...a player can't suddenly finish and go and manage a team now...needs to be a medium.

Q Boss that was brilliant, thanks.

**Interview with subject 26, 'Mick', Bolton football club 2<sup>nd</sup> April 2007 at 1.00pm**

- Q Just to start off, 'Mick' could you briefly outline your career in professional football?
- A Erm, I started in football havin' qualified in 1983 as a physio er... I worked in the NHS and then the first job I took was at er, Stoke on Trent in a hospital that Port Vale's ground was next door to. So I treated the first team players that came to the hospital through the day as part of my job and then they asked me to travel with the team although I wasn't employed by the club other than in an external, part time capacity. So I did that for about eighteen months really and then I moved er from there down to Exeter and I got married, lived and worked in the NHS, only for twelve months and then left Exeter and then that was the NHS job. Then I took a job in Brighton football club full time and that was my real first time experience of working in football full time. After about three years there I moved back to the North West and went to Preston North End for two years er, then Burnley for about, just about two years. Then I went to Liverpool for six years and then Bolton Wanderers for again maybe two years then Sunderland for four years.
- Q Brilliant.
- A Those are the main clubs I've worked at full time.
- Q So you have actually worked for some top clubs there as well I mean, the likes of Burnley and Preston even Brighton you know are solid clubs and then towards the end of your career you've obviously worked with Liverpool and er Bolton. Having worked with players er, top level players particularly, can you sort of describe what you found was the typical culture in football clubs?
- A Erm, at the top clubs the culture when I worked with, say Liverpool, the first sort of thing I noticed was the erm the egos of the players maybe slightly different than they were with the lower end of the scale like Preston's and Burnley's erm so that side of it was er, noticeable. I think erm just the huge media and er press interest shown about the club and everybody that worked with the club generally erm like people would recognise you even as a physio you'd be recognised because you're on team photographs, you're with the team on the bench, the matches are on television and all this that and the other. So there was automatically then, you know you're making a bigger profile for yourself and obviously the players and everybody attached to the club. So maybe your erm you're aware or more acutely aware that your actions are going to be witnessed by other people and viewed, good times and bad times.
- Q You mentioned the players there, I mean I worked in pro football myself and I know what you're on about but there is like, I'll use the Irish expression it's the „craic“ and players, football players behave so much differently to people who work for example, people who work in hospitals or people who are teachers. What's your experience of player's behaviour, you must of seen infantile behaviour as well as...?
- A Yeah I mean you do, I think there is that erm, there is that mentality in inverted commas of a footballer that you do need to know what or how the game works and you need to know how it ticks and what makes people you know behave in certain ways that they do. I think that er at times I think it does relate to ego, players maybe injured because it suits them to be injured because maybe they've been left out of the team or they're on the bench or left out of the squad and maybe it's easier to handle being injured than actually

facing reality, they have actually been dropped because your performances have been poor. So that issue of players „really“ being injured when they are not injured er, players maybe earning so much money that they can afford to do that whereas at the lower level you know you need to play every week to earn your money.

Therefore that’s another er, another factor that you need to sort of be aware of that their sense of humour, the banter they call it, you’ve gotta be able to take some things you know in your stride. You know don’t be surprised if there is a white rabbit in your locker in the morning or a dead fish in your briefcase you know there is all kinds of stuff that people will get up to that they might think has only happened at you know, they are very initiative in what they’re thinking but it’s been done before. A lot of the tricks have been done before and you know you try and stay on step ahead but I think you need to join in with that spirit in you take the good times and the good jokes on the chin cos you know you’ll get your own back at certain times, but I think that’s the part of it. I think being part of the good times and bad times, taking defeats yourself erm not to heart but it will affect you cos you know it’s affecting the people you’re working with and ultimately the livelihood of the club itself.

Q Did you find that there was a very strong masculinity thread through it, cos I’ve worked in football as I said before and you can get professionals there, you must of heard it in the dressing room, er half time, before games and you hear expressions like „oh if we were in a battle I would want you next to me in the trenches“ or „over the top“?

A Yeah I think that the erm, again that various from coach to coach but certainly some coachers I’ve worked for you know, „it is a battle“, you know „it’s you against them“, „you’ve got to get in their faces“, „you’ve got to get up and at them it’s a physical battle“, match them for that. You’ve gotta put yourself about a bit erm and you know basically and know one found wanting. You do your own job and it would be that sort of battle cry all hands to the pump with er, with a lot of coaches, that’s definitely the game. Obviously I think at the time it was the job itself was very much rooted with male dominance that nowadays it’s different. You know a lot of female physios are coming into sort of the academy level and er female doctors that are running, you know their working with teams now er... female physiologists, female masseurs. When I was working in it, it was predominately male orientated and er and you know and myself I think I properly had views were I’ve not employed erm, female physios or female therapists in the past because it properly wasn’t worth the hassle of upsetting the coaching staff and the hierarchy of the club that be, you know. At times you question whether they would be able to put up with some of the antics that went on but in rugby league and rugby union it’s second nature really so it’s properly wrong that.

Q You mentioned there about er, the coach often sets, well not often sets the coaching but the coach or the manager you know, produces a certain type of team and people say that’s quite often in his image. In your experience, did managers or coaches set the culture of the club? You know is it a professional club or is it a fun club?

A I think that the more... the manager is the all-important person in the club. In the football club and at the higher level at the highest level that I’ve worked at I don’t see much coaching going on by the „manager“. They’ve got good

players that generally go out and do what they need to do. He manages if you like, the team and the club and he manages the contracts and he manages the signings of players and he handles the egos as we keep saying the word ego. That's what you perceive a top manager to be, whether he's a top coach, I don't think they are necessarily. Sometimes they are not coaches; sometimes they are managers that manage people and they handle situations that come along a lot better. Maybe the good managers have a decent coach that works on tactical side of things or improvement for individuals, but I don't think it's a case that the manager is necessarily the coach or the best coach. I think the good managers have people around them that can do that can do, maybe some of the coaching duties.

Q How would you, just outline or give me an example of a typical days training for maybe Bolton or Liverpool.

A Yeah, Yeah at Liverpool it was very much, the ethos then was still on having good players and playing small-sided games. So the players would come in, in the morning and be warmed up, they might do a gym session first of all, in the latter day, not initially when I first went there, but they'd certainly have a gym session with some weights. They might have quick feet ladder drills towards the end of the week, before a game, they'd have a warm up, they'd have the last forty minutes with and without a ball, stretching, little common like exercises, just a bit of keep ball in a circle with a head tennis maybe scenario. Then they'd get into maybe, the usual five-a-side routine or a small-sided game, seven a side, lasting forty-five minutes maybe. Then if it was the day before a game then set pieces would be done, corners and free kicks but very little on, if you like, the tactics that the team was playing. So if you were playing a three-five-two for example, against or as opposed to a four-four-two, they wouldn't really spend much time er setting that way. They'd walk through it a little bit, play it briefly against the youth team or a reserve team or a make shift eleven just for ten, fifteen minutes and then stop and then that would be done. In an afternoon it's mainly treatments and rehab and maybe reserve team players in for training, again for bits and bobs but at their own personal development and that was probably mirrored really at Bolton. At Sunderland it was probably a lot easier, easier than that you know not too much tactical again it was all enjoyment, camaraderie...

Q ...group bonding yeah...

A ...bonding and hoping that players were good enough to go and do it.

Q You mentioned Sam there, about er Sam's good at managing, managing players. What would his typical match preparation be like in the dressing room before the game?

A Before a game he would properly leave the dressing room alone briefly when they first arrived, he'd allow them to you know just chill out, do their own tickets, do their own chit-chats and then they might start having massages and rubs. He'd probably announce the team and the team would be virtually picked the day before the game so people would know whether they were playing or whether they were not playing. Some managers don't do that, well they do, but then at others times they decide not to do it for whatever reason...he did that and then they'd know whether they were playing. Then he'd come in once they started to get stripped and strapped and massaged, at about two o'clock, ten past two he'd come in and give his ten, fifteen minutes of spiel about how they were going to play, one and two things about the

opposition. Then they'd obviously go out and warm up, come back in and then he'd give them the five-minute drill before they went back out again. That was all motivation really it was not necessarily looking at the opposition team as much, it was more concentrating on that if we played well and we did our jobs then the rest of it takes care of itself.

Q It's a bit like Kevin Keegan that isn't it?

A Yeah, yeah.

Q What was he like as a disciplinarian, cos I mention before that sometimes people often say that teams reflect their manager... was he very strong disciplinarian, were players well behaved?

A Yeah I think he...he wouldn't stand...he didn't like it, away from the club he liked the bonding, he liked the players and the staff out for a night out and he liked them to have a drink and a meal and that sort of...you know, maybe a few more drinks. That's still I think what he believes in but you know at certain times and certain players may have taken liberties with that, as you'd expect them to do and erm. But I think it was a big thing, a big thing in his make up for his teams was that discipline was important so long as you trained properly and you did your job on the pitch then he hadn't got a problem. He would pick on the biggest ego so if he felt that the captain or he felt that er for example, Mark Fish at Bolton was a big fish and the players followed him. He use to call him the Pied Piper, cos the younger players followed him so he would try and think, he'd try and pick on him first something he'd done in the game and say „look you know what were you doing there that's not what we wanted you to do, the minute you started doing that four and five other players latched onto you.“ So it could have been a simple thing of like not pushing out up the pitch, defending deep, thinking that's your safety rather than working your socks off to get them higher up the pitch. If he did that then others would fall into line so they'd all get deep, so he would do things around the biggest ego and then that would be the message to everyone else that he was having a pop at him then we'd better watch out. I think he was a fair bloke erm, a lot of things on speaking English, a big thing on that...a lot of foreign players and he didn't like the cliques, he didn't like the little groups and he insisted on...I mean one of his sayings was „you get paid in English pounds so speak the language“. You know he didn't like people just sitting in their little cliques talking their own tongue in the club - obviously away from the club that's a different ball game.

Q Yeah, did the players conform to that, did they appreciate that?

A Yeah the players appreciated it and I think when I first went there, there was a lot of Scandinavians which to be fair as characters and personalities they're very similar erm to the English mentality so they were good. I'm not so sure that some of the South Americans and the Latin Americans might, you know might view things slightly differently but evidently not because he's got a mixture of all kinds of players there who all seem to all know what the rules are, know what the team ethic is and they get on with it and do it.

Q How would you compare his approach to say Houllier then?

A I think he, he had much more of a erm a smile on his face and gave players a lot more freedom to express themselves in the way that they train and the way that they play he was much more flexible in that respect. I think Gerard Houllier had a lot of good ideas erm and certainly from my point of view it was easier to work with a guy that was more forward thinking. But players



really just didn't enjoy training, didn't enjoy coming into the club and you know they weren't really allowed an opinion, which I think the very nature of football is it's all about opinion. Everything is about opinion and I think that certain players, the likes of maybe Fowler that at the time was at the top of his tree erm... probably stood for everything that he didn't stand for. He couldn't understand how a player could score twenty-five, thirty premierships goals doing what he did in training and living the life that he did. Not that he lived it badly but he was a bit sloppy at times or a bit laid back.

Q Liked a beer as well yeah?

A Yeah, I think that, that... or had he got different priorities? You know maybe players do have different priorities that they do like the golf, they do like the horse racing. He didn't particularly like that he was all football, football, football and football and I think he, I think he needed a rapid turnover of player erm...

Q That's a good point, to influence...

A ...to influence each other, to keep them up, to keep them at it „cos ultimately I think they got bored, frustrated and certainly then when you leave them out of the team they wonder what they're doing there. Then they become a nuisance then and then you've got to possibly off load them.

Q I was in his office interviewing him one time and a player come in it was Djimmy Triore came in and he more or less gave him down the banks in front of me which I thought as the time... I wasn't like that. Was he the same with all players, was he the same with staff, did he have a go at you ever?

A No, I think that with players he wouldn't verbally and openly do what the Allardyses have done where they attack the biggest ego you know openly. I think it was done a bit behind the scenes and then it would be coming from third party so it wouldn't necessarily address all the things that you probably should have done. He may have had his own motives for that. Paul Ince was one, he was the captain of the Roy Evans regime and he obviously decided that he was a negative influence on certain players and didn't want him to be captain and didn't want him at the club. So the best thing to do was to leave him out and tell him through his agent or through, by third parties that he might as well look for another club. So that doesn't go down well really, if you've got a problem, speak it to their face.  
From my point of view I think he erm, he didn't have any sort of major problems fundamentally with what I was doing or with what the medical staff was doing but I think that they, when you gave him bad news he had a bee in his bonnet. He would have this idea that somebody would be fit regardless of what the injury was by a certain date and the body doesn't work like that. Again it's this flexible approach that you need, that you understand, that you know I can say to you „you've fractured your tibia and you'll be back in two months or three months.“ But if there is problem to the healing process that you've got or the surgery or whatever else has gone on then that could be three or four months, not two or three months. Equally it could be less than that, so it's a fluid environment that you live in and you can't stick definitive times to it and erm I think that was his big problem, that in terms of injury, he was too rigid in what he believed in.

He may have been influenced by his brother who was a doctor so maybe conversations were passed that he was giving him some advice that he should be back in this number of weeks and were saying „Y“ number of weeks.

Maybe therefore he was putting a bit of pressure on us to agree with his doctor. Fundamentally you either have to do as you are told and accept that you are going to make decisions that you feel are wrong and not in the best interests of the player and wait for them to go wrong to prove a point but ultimately as a physio you can't keep doing that because players lose trust...

Q ...and faith in you...

A ...and they realise that maybe you've no clout and you're just a yes man or just a muppet for doing nothing really. For me it was time to go and you know I was disappointed to leave but having said that I think I'd of been even more disappointed in myself if I'd of stayed there and started to become something that evidently I wasn't really and that was just to sit there and take it on the chin and do things that were professionally wrong for you to do. Ultimately that's what you're talking about... players that are worth twenty, thirty million quid and you know if you make a wrong decision and something happens to that player and his career is curtailed then you have to stand up in court and say why you did it. It's not good enough to stand up and say „well the manager told me to do it.“

Q Well one that you've spoken about before was Michael Owen that you mentioned, that was a breaking point where you didn't think he was right. I've seen Howard do that and insist on cortisone injections.

A Yeah, I think that the... I've seen it recently you know with players where they're misinformed by certain individuals that could be other medical practitioners or it could be doctors, agents or it could be coaches and managers. They feel they've got to do these sorts of treatments when they are unscientifically founded and basically I've only ever really had problems with erm, with players that have maybe listened too much to the wrong sort of person and that has extended the treatment you know rather than shortened it. So I think you've got to look at whose advising players and er more importantly should the manager of a football club have so much control over the medical side of what goes on „cos he's no real qualifications to do so. At the end of the day the club has got to be happy with their medical team and I think that if you are deliberately keeping players back and being too cautious then you know? You can understand the manager getting on your back but I never did that, it was always get them out as quickly, as safely as you can do. Ultimately if he's insisting that the likes of Michael Owen with his injury, wants him to do a normal pre season training well, his scan didn't show up with enough healing to warrant to do that.

Q A hamstring injury?

A A hamstring injury so therefore what's the point in you know joining in five-a-side football with a hamstring that's not fully healed? Then a couple of weeks later he broke down again basically doing what the manager wanted him to do which, he was told he shouldn't be doing that because he would break and he did break down. It's all a bit unpleasant and I think when you get to that stage you've obviously got to make your own decisions as to what you feel, you can't keep falling out with the manager because you'll end up getting sacked and if you've expected to do things that you don't believe in doing then you could be in for the high jump soon by somebody else. So for me it was time to leave you know, move on and er that's the decision I made.

Q You mentioned there about Houllier erm, going through a third party to talk to players, now that's very, very reminiscent of Shankly. Shankly very rarely,

although he had this exterior of a rough Scotsman from Ayrshire, he made Bob Paisley do it. He'd say „Bob go and talk to him about that“ so Bob would go the third party. Now that links into one of the things that when I interviewed Houllier er... he said he really believed in the Liverpool way but you've just said something there that he wanted to change things, he had firm ideas. Did he really believe in the Liverpool way or did he want to change, do a Souness and change everything all around?

A Well I think, I think that the, if you look at the record of who he signed and the types of players, and the way they played, then you'd have to say no. That really that bit wasn't the Liverpool way, whether the Liverpool way could still be played now and still... I'm not so sure. I think the game has properly changed beyond all recognition to do that.

Q Absolutely.

A You know playing only fourteen players in the championship winning season well that's never been defeated and never will be, you know to play with so few players or having just totally British players that's properly gone. It's interesting that the most consistent players really through these regimes are people he inherited, the likes of Carragher, the likes of Owen, the likes of Gerrard and erm maybe even Danny Murphy to a degree. They seem to be the four players that for two and three seasons, his first two or three years, they were the stalwarts of success. I think there was a political game that he was acutely aware that he was the first foreign manager to go into Liverpool Football Club. There was an awareness that you're going into a club that's not really like any other big club. They still have a big family type of feel about it and you know it's a big club but isn't the same as going into say Arsenal or Man united or Tottenham where it just seems to be like a huge, or Chelsea now. It's like, a huge, massive club and erm, with huge departments of staff here, there and everywhere. It's still a relatively small environment and I think he might of felt that politically he had to say those things because that's what people and the supporters wanted to hear, that there was going to be some continuation of that Liverpool spirit, maybe with more discipline because at the time there was a bit of ill discipline.

Q Yeah the spice boys.

A The spice boy image and obviously the supporters didn't like that erm and maybe that's what he tried to do. I don't think the players he signed were in no way what you call „Liverpool traditions“ to me anyway, a lot of them weren't. I think he did one or two good signings and the two centre backs did very well and properly were like your Hanson's and Lawrence's you know that's Henchoz and Hyppia but a lot of other players were mediocrity really.

Q I think there were as some obscure French ones.

So in essence you can just say yes or no to this one, it was, he proclaimed in the papers, when he got the job and how he got the job, whether he undermined Evo, I'll come to that in a second, he said it's going to be evolution rather than revolution is that about right for you?

A Erm I think it wasn't ideal going in, in the scenario that he did do. I think the joint manager was doomed to fail for Evo.

Q Evo [Roy Evans] regrets that now to this day doesn't he?

A Yeah, it was never right, it was never going to work and erm it was probably better for all parties that erm you know something else was done. At the time he'd been involved with the French world cup scenario so obviously he

couldn't start pre-season training ,til the end of July beginning of August. So there was a situation for six weeks were you know there was this gap. If he hadn't of been appointed there only as the manger himself then that would have caused a problem potentially for pre-season training. I think really it was doomed, everyone knew it wasn't going work and erm... you know I think his evolution became a revolution very quickly. I think possibly he needed to do that to stamp his own mark having come in for three months as a joint manager when maybe he wasn't allowed to do some of things he wanted to do. Maybe he did begin the revolution because I think it certainly was a revolution that you know it was a complete change of everything you know. Although admitted he did, he thinks, or he thought he wanted to keep the Liverpool ethos and mentality it was a big change but you know Souness tried to do that.

Q Absolutely.

A So maybe it wasn't in that respect evolution you know equally, both, I think he wanted to make a change.

Q Their own mark.

A Yeah that's right which, I presume everybody does really?

Q It's interesting you saying about before that, I mean one of the questions here which I'll miss out ,cos you touched on was about Houllier being, not a control freak but he liked to be in control, perhaps school teacher roots I don't know. You were saying before about how he sort of put you under pressure as a physio to get people back probably a week perhaps or a few days before their time. Yet he kept espousing in the press that ,I really do like support, I trust my medical team" and he was involved in like analysis, the Prozone stuff, the Sintech version or whatever it's called. He always come across as if ,I want to really support my players by technical and scientific means."

A Yeah he did do but he went to... I was at a presentation with him at Lillshall with like Polar, Polar team systems and heart rate monitors and various other things and er he stood up and said ,I don't need these things to tell me whether my players are fit or not I only have to look at them." That's not really what they were trying to say, what we're trying to say is that a player can look fatigued on a pitched and not be actually. Equally visa versa, sometimes he can look reasonably ok facially not sweating so much, not red in the face and he's still, but he's not covering the distance. So what you see is not always what the person is. I think that, that is properly an arrogance to say that he doesn't need, everybody needs a little bit of information extra to what we've got. You're always constantly trying to, to push the boundaries a bit more to give us that bit more technical or fine data to support what we do. Whether that's Prozone, whether that's a erm heart rate monitor, whether that's notational analysis, video analysis whatever you want to call it erm they've all got a role to play. Whether you take or how much you take of each one of those things to make your decisions and alter how your players play or how you work or whether you pick a team and leave out certain individuals based on those findings I don't know. I think he talked a game for me he talked the talk and he said the right things to certain people at times but I don't really think er for example, fitness coaches, the physical side of it, very little went on at Liverpool. As oppose to maybe Benitez who has got a conditioning coach, Mourihno has got a conditioning coach, Man United have got full time you know conditioning coaches and usually they tend to be you know foreign, European influences.

- Q What about, would he look at say psychologists favourably did he believe...?
- A Well he had a guy called „Yak“ I can“t remember his last name but he come in and yeah he ended up replacing...
- Q Patrice?
- A Yeah Patrice Burgues but who was that fella who took over from Patrice?
- Q Erm, a good question I“ve got that at home.
- A Well when he first came in when Patrice was number two and this other guy was deemed as being a psychologist, then when he came in to replace Patrice he was the conditioner. So we were never really sure whether he was or whether he wasn“t erm, I don“t think, he didn“t really embrace any psychology at all, I don“t think he did.
- Q You compare that to what you said before about a lot of foreign coaches like Mourinho, Benitez I know for example there is loads of support staff that and Martin Jol has done the same and yet Houllier says „I“ve got different ways, continental methods“ and yet he sort of ignored it. Yet you go to someone like Sam and Sam“s gone for it hasn“t he?
- A Yeah I don“t think he did. I think that the thing with Sam Allardyce is that he“s got a lot of support staff round him and he“s got a lot of support staff that they“ve got their own remits to do and impact on staff and players in certain ways. So you“ve got sports psychologists, you“ve got motivation support, you“ve got conditioners, you“ve got masseurs, you“ve got physios you“ve got all these other people that have got a defined role and he lets them get on with that providing it fits with what he, he“s happy to do that. He“s happy for players to have time with these individuals whereas Gerard Houllier, I felt, was probably too much in control, he wanted to control and do everything, be the man and everything for all players and you can“t do it, you just haven“t got time to do that. I don“t think you need to do that as a manager I think you need to delegate people.
- Q Well like you...you do what you get paid for...earn your money.
- A Yeah, delegate responsibility and at the end of the day like I said if you“re not happy with what we“re doing then you“ll have to get rid of me. You know that“s the way it is, we“ll take it on the chin and we“ll move on. It never came to that, it was never that case it seemed to be „I want you to do what I want you to do, I don“t dislike you as a bloke or a physio but I want you to do what I want you to do.“ You can“t always do that because that“s the reason we“re having a row in the first place because I“m trying to explain to you that we can“t do that. I think he was like that with you know most of the coaches.
- Q I know Thommo, and I know Thommo became quite a bit of a yes man in the end didn“t he? He really went for and everything that Gerard said.
- A I think Thommo knew that this was a big opportunity at the club...
- Q ...second time round...
- A Second time round and you know make sure that you do things right and I think that he sort of you know, backed the manager in that, in that like you said. One thing erm when he was appointed, before he came in Phil Thompson, Houllier“s statement to the other staff was that it was a marriage not made in heaven. Which was interesting that Phil Thompson was appointed, was that on Peter Robison and Rick Parry“s main say so but it was a marriage not made in heaven meaning that I think it would not necessarily have been his choice to bring in erm, somebody like Phil Thompson. Having said that Phil put his cards onto Gerard Houllier“s back and they worked very

closely together and I think over a period of time people like Sammy Lee moved away from that, they got embraced in it for a while and then maybe their future is somewhere else when you've been at the club for a long time.

Q Joe Corrigan and...

A You know everybody else and of course he didn't really get on with Steve Heighway that was another area.

Q I know Benitez is finding the same problems as well...he'd sack him tomorrow if he could as well. Last couple of questions there though, you mentioned something before about er Sam Allardyce embracing technology and he's got all these support systems and obviously he's got the culture were the players are accepting that and taking advantage. Whereas, Houllier had this dilemma between being a continental coach and not really embracing the scientific support. The main thing for me though is do you think for Sam er to convince the players, they're all going to play a certain way, they're all going to speak English, take advantage of the support. Do you think it's because he understands the British player's mentality and Gerard didn't?

A Yeah, I think there is that and I think that, it's a bit about the characters themselves. Like Peter Reid would play, would pay lip service to the fact that at Sunderland we did introduce a lot of things that are already at Bolton you know unless it's being led by the manager and seen by the manager to be standing in front of players and press every week and saying we do this and we do that and being there when we do this and when we do that. Not, not being there, not, not saying these things because it's then perceived by players that well, the manager is not really buying into it he's just... Therefore, what he was good at, was as a player he said that when he was come towards the end of his football career in England that he went to America to play in one of the summer seasons. He said it was then that he was opened up to all the ideas of nutrition and everything.

Q Was that Sam?

A Yeah Sam Allardyce, and he felt that if he'd of had access to this information when he was a younger player then he might have been able to a, play at a higher level for a longer period of time and b, just play football for a longer period of time which is obviously what he wanted to do. So I think he, from my early days at Preston with him when he was caretaker manager and manager there you know, I knew him then and he always that when he became a manager that's what he would try influence all these things that he'd done. You know at the end of the day being a teacher in France and coming over for an eighteen month placement in Liverpool erm, doesn't in anyway shape or form mean that you know anything really about the roots of British football. You can read books, we can all read books about it but you've never been brought up on it really.

Q True.

A I went with my dad to Liverpool as a kid for Bolton, standing on a crate at the Anfield road end at the front and sneaking through the turnstiles and that's what we did. Even though I wasn't a Liverpool supporter my dad was and I use to go up and watch Bolton as and when I can but we'd go to Anfield and that's what it was all about fifty odd thousand people. So you've seen all these players and it's everything you've been brought up on is about the game and I think that the, no one can understand English football. It's like us going

working in Spain or working in Italy, what would we know about you know the mentality of the Basques and the, whatever they are in Spain.

Q The Catalans.

A The Catalans. We know it's a big derby but we wouldn't really appreciate it...

Q ...see the real cultural significance of it.

Do you know when you mentioned before about being a bit of a control freak, not giving players an opinion... obviously he didn't really understand the mentality of professional football, „cos quite a lot of professional footballers have got strong opinions.

A They do and they will and I think you've got to, I think that some managers give them licence for their opinion right. Ultimately that will do what they want to do maybe anyway but the players will have been perceived to have had their say and I think that's management it's about anything in management in any walk of life. For me you've got to give people a voice but ultimately you know, there might be ten, fifteen points that they want, you give them two or three. They've had a compromise, you give them a couple of things but on the other hand you've changed the way they've thought and behaved and you've taken ten from them but they seem to get something. I think it's important that, that's just from a point of view of er the psychology who deal with it but more importantly they might come up with one or two ideas that you've not seen. At the end of the day your watching a game mainly from the touchline, from a bench at eye level you very rarely see, I don't think Gerard Houllier ever, sat in the stands and watched the game from up there. Everyone will tell us and we've all done it, that you see a completely different game up there then you do down on the bench. So when you're making comments about whether the goalkeeper should have come and whether somebody should have closed them, you've gotta be pretty sure that you're right in what you're saying and erm...

Q Do you think his lack of dialogue with players or encouraging their feedback was a way of sort of masking his own insecurity?

A Yeah and I think he was also, he hadn't played at any level, you know he said he did and I think I did play at semi-pro or amateur football to a reasonable level but there is still that – you never really played the game. You know that's, that's another thing that may not be said but players obviously pick up on that, so that if you've got the likes of, I mean I do a bit with Chester City now and the manager Mark Wright. You know when he's shouting at players or he's telling players what to do at the end of the day he's got fifty England caps, he's played for and captained Liverpool you know so you're coming across a manager that's been there, done it. The likes of Ferguson now, his record speaks for himself, you're not going to argue with him too often because you can't the blokes...

Q Been there and done it.

A Been there and done it. So I think there probably was that but I don't know, I think he'd got his good points, like I said he did have his good points and er I think just at times he was probably a bit too dogmatic and a bit too arrogant really. Although you need a bit of that but I think he just got involved in too many things and tried to control everyone and you can't.

Q Thommo said one time he's like a real attention to detail but perhaps if you pay a lot of attention to detail, you lose the bigger picture?

- A I think there is that in you know, some things will right themselves like the times that you eat meals, the times that you report, you go to bed, the times that you travel they'll sort themselves out they're just a year on year basis, very easy to do, don't get too wrapped up in it. We'd have meetings everyday... about meetings you know and I can't leave the treatment room at nine o'clock in the morning for an hour and a half before they start training talking about all the stuff that they did. You know there is a room full of people to treat that the other physio is treating but I need to be in there. It became to, you know a meeting every morning talking about things that didn't really need to be discussed in a meeting.
- Q Give me an example then?
- A Well you'd meet every morning...
- Q ...in the bunker?
- A Yeah I suppose in the bunker at Melwood, all the staff would get in and then you'd talk about what was going to happen in three weeks time, or you'd talk about what went on two days previously, or we'd talk about where he'd been watching a game or watching a player or we'd talk about erm you know menus for a match in three weeks. There was no real immediacy there is a room full of people in there, we need to get out, we all need to do our jobs, the goalkeeping coaches have got to go and get the goal keepers ready and you don't need these things. Have your meetings in an afternoon when the players have gone for the next day, that's the right way to do it and not rush at nine o'clock in the morning. I think that you know, they also became, if you're not careful er, a slanging match, I mean the Academy cabinet was a big issue that it would centre around Steve Heighway and Academy and then he'd want you to say „well I agree with you, you know blar, blar, blar.
- Q So he's collecting votes then isn't he?
- A And he did that really, it didn't concern us, they weren't any of our business you know I'm a physio not flippin' involved in how the club runs its cabinet or anything like that. You know what he wanted us to do is have a pop at somebody and then go to another meeting and say „well the staff accept me" and then it gets back and then it's all tit for tat, it's all stupid. So I didn't think we need to be present to things like that too often.
- Q You've experienced two poles of differences with managers in terms of Sam and Gerard and given what you've just done now and explained in the last half hour or so what would you say was the best to work for – a foreign coach or an English coach?
- A Well people say, people say what was the best club or the best time that you've had? I'd have to say the time I enjoyed the most was at Burnley funnily enough, for two years there at Burnley they were a club that tried to do things in the right way. You know in terms of the way they looked after the staff, the players and I don't mean financially necessarily but you always travelled properly to games, you stayed in the proper hotel, you know there was food for players and staff after every single reserve team game and home team game. There was much more organised staff functions but I still thing that the, were you got that family type of family atmosphere was properly the first two or three years at Liverpool. You know as big a club as they were they still retained that – everybody knew everybody and you had a do, a Christmas do were everybody turned up staff wise. They were much more involved in that and still year on year the team was still progressing, you know



they finished mid table when he took over Roy. Then they finished sixth and seventh and fourth, they just lost big games, two or three big games badly. They didn't lose them by playing well they lost them shockingly and that was their downfall, the spice boy image FA cup final Liverpool, Man United game it was a dreadful game, both teams as bad as each other but we turn up in white suits, nightmare!

Q Absolute nightmare.

A Semi final of the cup winners cup at Paris Saint Germain, first leg three-nil down, shocking performance and then we were beat two – nil at home. All we needed to do...

Q Get a half decent result away.

A We'd of won it, you know last couple of games of the season we're going in second I think at title or top at Eastern and then lose it in the following season we were second and then finished fourth on the last game of the season, drawing at Sheffield Wednesday instead of winning. I think it was just three or four bad results in big games.

Q What was nothing down for Houllier then?

A In Houllier's day, that was Roy Evans. I think Roy's was even, probably the press associated with this lack of discipline with certain players.

Q Wasn't that when, presumably they wanted something, a different type of approach, the board, no mobile phones and then proving success?

A I think that's the case that the, I can remember Robbie Fowler coming in under Gerard Houllier and he'd parked his car in the wrong spot again, virtually on the pitch you know.

Q On the A team pitch?

A A ridiculous place to park the car and he'd been told twice and three times and he's been fined which was the equivalent of five grand at the time, five thousand pounds and er he was chased for this everyday ,til your paid. He paid it in cash in a brown envelope and he slapped it on Joe's lap who was the goalkeeping coach.

Q Joe Corrigan yeah.

A He was in charge of the fights but he didn't do it again. So the bottom line is he came in all blasé, chucking his money around but he didn't do it again. So even for a fella like that he wouldn't want to give five thousands pounds away and he didn't park his car in the wrong spot so the discipline side of it worked. I think that's why, like you said why he came in.

Q What led to his demise then, Gerard Houllier?

A I think you can't have people not enjoying themselves. You can't be a control freak like that, were people are just robots, coming in, no real opinion, just coming in do your stuff ,cos that's what I'm telling you to do and I think people got tired of it. Ultimately they underachieved, they won things but again as I was saying, they lost badly under Roy Evans on three or four games. Liverpool under Gerard Houllier were in the Carling Cup against Birmingham when they should have, they could have properly have lost that game, losing against Arsenal in the FA cup final and pull two goals out of the bag in the last ten minutes and then they win at four- three at UFEA cup that could have gone either way. It didn't they won the three trophies and now when Roy was here they lost three and so beyond that Liverpool is all about winning the title. They've got to try and win the Premiership and they were nowhere near in my opinion winning the league title under Gerard Houllier than they were under

Roy Evans, to me I don't think they were. I'm not denying both of them it's fucking hard work to win a league title no one is going to do that easily.

I would prefer to work with, without a doubt a British coach without a shadow of a doubt. Not all of them properly but the ones I worked for you knew where you stood with them so you'd expect a bollocking if you did something wrong. Equally they would respect your opinion and know that you're trying to do things differently and always trying to look at the right surgeons and look at the right rehab and speak to people and erm and get people on the pitch. That's what you know you're trying to do, you're trying to get them out your treatment room „cos it's less work for you. So British coaches without a doubt and I think you can have that fun with them, you can have that mentality, you can go out on a staff night out and be part of the staff. If you worked in a club, if we worked at a club, we'd want to be on the staff night out and feel part of that and feel part of your family as a staff but you don't want to be watching what you say and do all the time. Thinking...is there an innuendo behind what he's asked me...am I double bluffing what he's just said you know you can't work like that. I don't know with these foreign coaches I really don't „cos we don't know them well enough and we never will you just assume...

Q Too serious aren't they?

A Too serious, too serious by half.

Q And yet he didn't throw cups around did he? As if it mattered when if they got beat he wasn't one for throwing cups round?

A No, but you'd know that there was trouble in stall, we would know if there was trouble in stall when the players had gone because obviously he'd be throwing off one then about what they're going to have to do next game blar, blar, blar. You know players need to be pushed on or need to get one in that's the way all coaches work. I think everybody is different, I mean like Howard Wilkinson, nightmare to work for him...

Q Active rest, have you heard of that one, Lysonsie said he'd come in on a Monday and do a ten mile run but he wouldn't call it training, he'd call it active rest.

A He's a hard fella, I tell you I'm not so sure whose worse to work for really.

Q Don't work in football!

That was brilliant that. The last little question is like a separate bit of research I'm doing, you can answer it as short or as long and complicated, as you want. It's a paper I'm writing it's – what do you think it takes to be a successful Premiership manager?

A Well you need a good knowledge of the game, a good knowledge of the game and players – of the British game. Whether you get that through staff, you obviously need support staff around you and certainly knowledge of the game and how it ticks and what the game is about over here. Finding players that can play to that level that might not be necessarily just your job, you might have good scouts that are all over the world and you might have links with clubs all over the world, a coach that can coach the team and somebody that can take the sessions when you're not there. I don't think you need to be there all the time because people get sick of listening to the same voice. It might be that one coach does one thing one day and another coach does something the other day and then their off then the next day the managers in

and he's taking it and it leads into the game. I think you've got to have a sense of humour I think that you can, you know work with players and work with staff when times aren't particularly...

Q Yeah keep the morale up...?

A Yeah and don't, thick skin, you do have to be thick skinned, some of the fucking press that they get thrown at them and I think that's it. It's being a manager that can manager people you know that's not a football thing that, it's questionable that isn't it?

Q Yeah I'm smiling cos I'll give you a quote in a second.

A Bertie Mee, he was a physio Bertie Mee.

Q Was he really?

A Yeah he started off as a physio and he ended up winning the double, you know so up till early seventies they'd done fuck all. You don't have to be, I'm sure you don't, you need to manage people.

Q Well Benitez is a PE so is Mourinho er Wenger...

A Well Wenger wasn't the best of players, if he was a player

Q He played for Strasbourg yeah.

A That's right and it think that they have embraced the, you know, British game and they've got the skills that are needed. I think that managing people, handling the egos, which is big and have staff around you that might be able to do some things that you can't.

Q Predict the answer to this question. I asked Houllier „are you a manager that coaches or a coach who manages?“ What would he say?

A He's a coach that manages.

Q Your right that's what he said.

A Yeah I thought he'd say that.

Cheers mate – fantastic.

# **Appendix Three**

## **Tables**

**Table A: Circular career mobility of selected foreign coaches**

<b>Manager (Birth Nation)</b>	<b>Club</b>	<b>Country</b>	<b>Year(s)</b>	<b>Indigenous club Experience</b>	<b>Year(s)</b>
Beenhakker, Leo (Holland)	Real Zaragoza	Spain	1981-1984	SC Cambuur	1972-1975
	Real Madrid	Spain	1986-1989	Go Ahead Eagles	1975-1976
	Real Madrid	Spain	1992	Ajax	1976-1981
	Grasshoppers	Switzerland	1992-1993	FC Volendam	1985
	Saudi Arabia	National	1993-1994	Holland (National)	1985-1986
	Club America	Mexico	1994-1995	Ajax	1989-1991
	Istanbulspor AS	Turkey	1995-1996	Holland (National)	1991
	Guadalajara	Mexico	1996	Vitesse Arnhem	1996-1997
	Club America	Mexico	2003-2004	Feyenoord	1997-2000
	Trinidad/Tobago	National	2005-2006	Ajax	2000-2003
	Poland	National	2006-2009	De Graafschap	2004-2005
			Feyenoord	2009-	
Benitez, Rafael (Spain)	Liverpool	England	2004-2010	Real Madrid (U19)	1986-1993
	Inter Milan	Italy	2010-	Real Madrid B	1993-1995
				Real Valladolid	1995-1996
				Osasuna	1996-1997
				CF Extremadura	1997-1999
				CD Tenerife	2000-2001
			Valencia CF	2001-2004	
Fernandez, Luis (Spain)	AS Cannes	France	1992-1994	Athletico Bilbao	1996-2000
	PSG Paris	France	1994-1996	Espanyol	2003-2004
	PSG Paris	France	2000-2003	Real Betis	2006-2007
	Al Rayyan	S. Arabia	2005		
	Beitar Jerusalem	Israel	2005-2006		
Gerets, Eric (Belgium)	PSV Eindhoven	Holland	1999-2002	RFC Leige	1992-1994
	Kaiserslautern	Germany	2002-2004	Lierse SK	1994-1997
	Wolfsburg	Germany	2004-2005	Club Brugge	1997-1999
	Galatasaray	Turkey	2005-2007		
	Marseille	France	2007-		
Heynckes, Jupp (Germany)	Athletico Bilbao	Spain	1992-1994	Bor. M'gladbach	1979-1987
	CD Tenerife	Spain	1996-1997	Bayern Munich	1987-1991
	Real Madrid	Spain	1997-1998	E. Frankfurt	1994-1995
	Benfica	Portugal	1999-2000	Schalke 04	2003-2004
	Athletico Bilbao	Spain	2001-2003	Bor. M'gladbach	2006-2007
Hiddink, Guus (Holland)	Fenerbache	Turkey	1990-1991	De Graafschap	1982-1984
	Valencia	Spain	1991-1994	PSV Eindhoven	1984-1990
	Real Madrid	Spain	1998-1999	Holland (National)	1994-1998
	Real Betis	Spain	1999-2000	PSV Eindhoven	2002-2006
	South Korea	National	2000-2002		
	Australia	National	2005-2006		
	Russia	National	2006-2010		
	Chelsea*	England	2009	* Loan deal	
Turkey	National	2010-			
Koeman, Ronald	Benfica	Portugal	2005-2006	Vitesse Arnhem	2000-2001

(Holland)	Valencia	Spain	2007-2008	Ajax	2001-2005
				PSV Eindhoven	2006-2007
				AZ Alkmaar	2009-
Laudrup, Michael	Getafe	Spain	2007-2008	Denmark (National)	2000-2002
	Spartak Moscow	Russia	2008-	Brondby	2002-2006
Michels, Rinus (Holland)	Barcelona	Spain	1971-1975	Ajax	1965-1971
	Barcelona	Spain	1976-1978	Holland (National)	1974
	LA Aztecs	USA	1979-1980	Ajax	1975-1976
	FC Koln	Germany	1980-1984	Holland (National)	1984-1988
	Bayer Leverkusen	Germany	1988-1989	Holland (National)	1990-1992
Menotti, Luis (Argentina)	Barcelona	Spain	1984	Newall's Old Boys	1970
	Penarol	Uruguay	1985	Huracan	1970-1973
	Athletico Madrid	Spain	1987-1988	Argentina (Nat.)	1974-1983
	Mexico	National	1991-1992	River Plate	1988
	Peubla	Mexico	2006	Boca Juniors	1987/1994
	Sampdoria	Italy	1997	Independiente	1996-1997
				Rosario	2003
				Tecos	2007-
Mourinho, Jose (Portugal)	Chelsea	England	2004-2007	Benfica	2000
	Inter Milan	Italy	2008-2010	UD Leiria	2001-2002
	Real Madrid	Spain	2010-	FC Porto	2002-2004
Perreira, Carlos (Brazil)	Assante Kotoko	Ghana	1968	Sao Cristovao	1976
	Ghana	National	1968-1977	Fluminense	1975-1978
	Kuwait	National	1978-1983	Brazil	1983-1984
	UAE	National	1985-1988	Fluminense	1984-1985
	S. Arabia	National	1988-1990	Bragantino	1991
	Valencia	Spain	1994-1995	Brazil (National)	1991-1994
	Fenerbache	Turkey	1995-1996	Sao Paulo	1996-1997
	NY Metrostars	USA	1997-1998	Fluminense	1999-2000
	S. Arabia	National	1998-1999	Athletico Mineiro	2000-2001
	S. Africa	National	2007-2008	Internacional	2001-2002
				Corinthians	2002-2003
				Brazil (National)	2003-2006
Ranieri, Claudio (Italy)	Valencia	Spain	1997-1999	Puteolana	1987-1988
	Athletico Madrid	Spain	1999-2000	Cagliari	1988-1991
	Chelsea	England	2000-2004	Napoli	1991-1993
	Valencia	Spain	2004-2005	Fiorentina	1993-1997
				Parma	2007
				Juventus	2007-2009
				Roma	2009-
Santos, Fernando (Portugal)	AEK Athens	Greece	2001-2002	Estoril	1987-1994
	AEK Athens	Greece	2004-2006	Estrea de Amadore	1994-1998
	PAOK Salonika	Greece	2007-2010	FC Porto	1998-2001
	Greece	National	2010-	Benfica	2006-2007
Scolari, Felipe (Brazil)	Al Shabab	UAE	1984-1985	Juventude	1982/1987
	Al Qadisiya	UAE	1988/1992	Brasil de Pelotas	1983
	Kuwait	National	1990	Brasil de Pelotas	1986
	Al Ahli	Dubai	1991	Gremio	1987

	Jublio Iwato	Japan	1997	Goiás EC	1988
	Portugal	National	2003-2008	Criciúma EC	1991
	Chelsea	England	2008-2009	Gremio	1993-1996
	Bunyodkur	Uzbekistan	2009-2010	Palmeiras	1997-2000
				Cruzeiro	2000-2001
				Brazil (National)	2001-2002
				Palmeiras	2010-
Stevens, Huub (Holland)	Schalke 04	Germany	1996-2002	Roda Kerkrade	1993-1996
	Hertha BSC	Germany	2002-2003	Roda Kerkrade	2005-2007
	FC Köln	Germany	2004-2005	PSV Eindhoven	2008-
	Hamburg SV	Germany	2007-2008		
Trapattoni, Gio (Italy)	Bayern Munich	Germany	1994-1995	AC Milan	1974-1976
	Bayern Munich	Germany	1996-1998	Juventus	1976-1986
	Benfica	Portugal	2004-2005	Internazionale	1986-1991
	VfB Stuttgart	Germany	2005-2006	Juventus	1991-1994
	Red Bull Salzburg	Austria	2006-2008	Cagliari	1995-1996
	Republic of Ireland	National	2008-	Fiorentina	1998-2000
				Italy (National)	2000-2004
Venglos, Josef (Slovakia)	FC Prague Sydney	Australia	1966	VSS Kosice	1967-1971
	NSW	Australia	1966-1967	Czech U23	1970-1972
	Australia	National	1967-1969	Sl. Bratislava	1973-1976
	Sporting	Portugal	1983-1984	Czechoslovakia	1978-1982
	Kuala Lumpur	National	1986-1987	Czechoslovakia	1988-1990
	Malaysia	National	1986-1987	Slovakia	1993-1995
	Aston Villa	England	1990-1991		
	Fenerbache	Turkey	1991-1993		
	Oman	National	1995-1997		
	Celtic	Scotland	1998-1999		
	JEF Ichihara	Japan	2002		
Van Gaal, Louis (Holland)	Barcelona	Spain	1997-2000	Ajax	1991-1997
	Barcelona	Spain	2002-2003	Holland (National)	2000-2002
	Bayern Munich	Germany	2008-	AZ Alkmaar	2005-2008

**NB** All tables have been compiled by the author and are based on reference to World, European and British/Sky yearbooks, auto/biographies, club and personal websites and a range of football-related books and magazines.

**Table B: Circular career mobility of selected indigenous coaches**

<b>Manager (Birth Nation)</b>	<b>Club</b>	<b>Country</b>	<b>Year(s)</b>	<b>Indigenous club Experience</b>	<b>Year(s)</b>
Allison, Malcolm	Galatasaray	Turkey	1976-1977	Plymouth Argyle	1964-1965
	Sporting Lisbon	Portugal	1981-1982	Manchester City	1972-1973
	Kuwait	National	1985-1986	Crystal Palace	1973-1976
	FC Feirense	Portugal	1988	Plymouth Argyle	1978-1979
				Manchester City	1979-1980
				Crystal Palace	1980-1981
				Middlesborough	1982-1984
Buckingham, Vic				Bristol Rovers	1992-1993
	Ajax	Holland	1959-1961	Bradford Park Ave	1951-1953
	Ajax	Holland	1964-1965	WBA	1953-1959
	Ethnikos Piraeus	Greece	1968	Sheffield Weds	1961-1964
	Barcelona	Spain	1970	Fulham	1965-1968
Carver, Jesse	Sevilla	Spain	1972		
	Xerxes	Greece	1946	Huddersfield	1946
	Holland	National	1947-48	Millwall	1948-1949
	Juventus	Italy	1949-1951	WBA	1952
	Lazio	Italy	1952-1953	Coventry	1955-1956
	Torino	Italy	1953-1954		
	Roma	Italy	1954-1955		
Hodgson, Roy	Internationale	Italy	1957-1958		
	Halmstads	Norway	1976-1980	Bristol City	1982
	Orebro	Sweden	1983-1985	Blackburn	1997-1998
	Malmo	Sweden	1985-1990	Fulham	2007-2010
	Neuchatel	Switzerland	1990-1992	Liverpool	2010-
	Swiss national	Switzerland	1992-1995		
	Internationale	Italy	1999		
	Grasshoppers	Switzerland	1999-2000		
	Copenhagen	Denmark	2000-2001		
	Udinese	Italy	2001		
	UAE	National	2002-2004		
Hogan, Jimmy	Viking	Norway	2004-2006		
	Finland	National	2006-2007		
	Honved/MTK	Hungary	1910	Fulham	1934-1935
	Dresden	Germany	1920	Aston Villa	1936-1944
	Dordrecht	Holland	1922		
	Swiss Olympic	National	1924		
Kendall, Howard	Lausanne	Switzerland	1925/33-34		
	Hungary	National	1935-36		
	Athletico Bilbao	Spain	1987-1989	Blackburn	1979-1981
	Xanthi	Greece	1994	Everton	1981-1987
	Ethnikos Piraeus	Greece	1998-1999	Manchester City	1990
			Everton	1990-1993	
			Notts County	1995	
			Sheffield United	1995-1997	



				Everton	1997-1998
McClaren, Steve	FC Twente	Holland	2008-2010	Middlesbrough	2001-2006
	Wolfsburg	Germany	2010	England	2006-2007
Perryman, Steve				Notts Forest	2011-
	FC Start	Norway	1994-1995	Brentford	1987-1990
	Shimizu	Japan	1996-2000	Watford	1990-1993
Sir Bobby Robson	Kashiwa Reysol	Japan	2001-2002	Exeter	2003
	PSV Eindhoven	Holland	1990-1993	Fulham	1968-1969
	Sporting Lisbon	Portugal	1993-1994	Ipswich Town	1969-1982
	Porto	Portugal	1994-1996	England	1982-1990
	Barcelona	Spain	1996-1997	Newcastle United	1999-2004
Souness, Graeme	PSV Eindhoven	Holland	1998-1999		
	Galatasaray	Turkey	1995-1996	Rangers	1986-1991
	Torino	Italy	1997	Liverpool	1991-1994
	Benfica	Portugal	1997-1999	Southampton	1996-1997
				Blackburn	2000-2004
Toshack, John				Newcastle	2004-2006
	Sporting Lisbon	Portugal	1984-1985	Swansea City	1978-1983
	Real Madrid	Spain	1988	Swansea City	1983-1984
	Real Sociedad	Spain	1991-1994	Wales	1994
	Deportivo Coruna	Spain	1995-1997	Wales	2004-
	Besiktas	Turkey	1997-1999		
	Real Madrid	Spain	1999		
	St. Etienne	France	2000-2001		
	Real Sociedad	Spain	2001		
Real Murcia	Spain	2004			

**Table C: Employment Patterns of Selected Coaching Labour**

<b>Manager (Birth Nation)</b>	<b>Club</b>	<b>Country</b>	<b>Year(s)</b>	<b>Indigenous club Experience</b>	<b>Year(s)</b>
<b>Principally domestic – later career abroad</b>					
Ancellotti, Carlo (Italy)	Chelsea	England	2009-	Reggiana	1995-1996
				Parma	1996-1998
				Juventus	1999-2001
				AC Milan	2001-2009
Henk ten Cate (Holland)	KFC Uerdingen	Germany	1998-1999	Go Ahead Eagles	1990
	MTK Hungaria	Hungary	1999-2000	SC Herecles	1990-1992
	Chelsea	England	2007-2008	FC Rheden	1992-1993
	Panathiniakos	Greece	2008-2010	Go Ahead Eagles	1993-1995
	Al-Alhi	Dubai	2010	Sparta Rotterdam	1995-1997
	Umm Salal	Qatar	2010-	Vitesse Arnhem	1997-1998
				NAC Breda	2000-2003
			Ajax	2006-2007	
Clemente, Javier (Spain)	Marseille	France	2000-2001	Athletico Bilbao	1980-1986
	Serbia	National	2006-2007	Espanyol	1986-1989
				Athletico Madrid	1989-1990
				Athletico Bilbao	1990-1991
				Espanyol	1991-1992
				Spain (National)	1992-1998
				Real Betis	1998-1999
				Real Sociedad	1999-2000
				CD Tenerife	2001-2002
				Espanyol	2002-2004
				Athletico Bilbao	2005-2006
			Real Murcia	2008-	
Cuper, Hector (Argentina)	Real Mallorca	Spain	1997-1999	Huracón	1993-1995
	Valencia	Spain	1999-2001	Lanus	1995-1997
	Internazionale	Italy	2001-2003		
	Real Mallorca	Spain	2004-2006		
	Real Betis	Spain	2007		
	Parma	Italy	2008-		
Houllier, Gerard (France)	Liverpool	England	1998-2004	Le Touquet	1973-1976
	Aston Villa	England	2011-	Noeux-les-Mines	1976-1982
				RC Lens	1982-1985
				PSG	1985-1988
				France (National)	1992-1993
				Olympique Lyon	2005-2007
Milne, Gordon (England)	Besitkas	Turkey	1987-1994	Wigan	1970-1972
	Nagoya Grampus	Japan	1994	Coventry	1972-1981
	Fenerbache	Turkey	1995	Leicester City	1982-1986
Rehnhagel, Otto (Germany)	Greece	National	2001-2010	Kickers Offenbach	1974-1975
				Werder Bremen	1976
				Bor. Dortmund	1976-1978

				Armenia Bielefeld	1978-1979
				Fortunal Dusseldorf	1979-1980
				Werder Bremen	1981-1995
				Bayern Munich	1995-1996
				Kaiserslauten	1996-2000
Terry Venables	Barcelona	Spain	1984-1987	Crystal Palace	1976-1980
	Australia	National	1997-1998	QPR	1980-1984
				Tottenham	1987-1991
				England	1993-1996
				Crystal Palace	1998-1999
				Middlesborough	2000-2001
				Leeds United	2002-2003
			England	2006-2007	
<b>Principally expatriated – later repatriated career</b>					
Happel, Ernst (Austria)	Den Haag	Holland	1962-1969	FC Tirol	1987-1991
	Feyenoord	Holland	1970-1972	Austria (National)	1991-1992
	Seville	Spain	1973-1975		
	Brugge	Belgium	1975-1978		
	Holland	National	1978		
	Harelbeke	Holland	1979		
	Standard Leige	Belgium	1979-1981		
	Hamburg	Germany	1981-1987		
Pentland, Fred (England)	Germany	National	1910	Barrow	1938-1940
	French Olympic	France	1920		
	Racing Santander	Spain	1920-1921		
	Athletico Bilbao	Spain	1922-1925		
	Athletico Madrid	Spain	1925-1926		
	Oviedo	Spain	1926-1927		
	Spain	National	1929		
	Athletico Bilbao	Spain	1929-1933		
	Athletico Madrid	Spain	1933-1935		
Puskas, Ferenc (Hungary)	San Francisco	USA	1967	Hercules CF	1967
	Vancouver	USA	1968	Hungary (National)	1993
	Deportivo Alaves	Spain	1968-1969		
	Panathiniakos	Greece	1970-1974		
	Real Murcia	Spain	1975		
	Colo-Colo	Chile	1975-1976		
	S. Arabia	National	1976-1977		
	AEK Athens	Greece	1978-1979		
	Al Masry	S. Arabia	1979-1982		
	Sol de America	Paraguay	1985-1986		
	Cerro Porteno	Paraguay	1986-1989		
	Melbourne Hellas	Australia	1989-1992		
Queiroz, Carlos (Portugal)	NY Metrostars	USA	1996	Portugal (National)	1990-1993
	Grampus Eight	Japan	1996-1997	Sporting Lisbon	1994
	UAE	National	1999	Portugal (National)	2008-
	S. Africa	National	2000-2002		
		Real Madrid	Spain	2003-2004	

	Manchester United	England	2004-2008		
<b>Mainly expatriated – little (if any) domestic employment</b>					
Ardiles, Osvaldo (Argentina)	Swindon Town	England	1989-1991	Racing Club	2002-2003
	Newcastle United	England	1991-1992	Huracan	2007
	WBA	England	1992-1993		
	Tottenham Hotspur	England	1993-1994		
	Chivas Guadalajara	Mexico	1995		
	Shimuzu S-Pulse	Japan	1996-1998		
	Croatia Zagreb	Croatia	1999		
	Yokohama Marinos	Japan	2000-2001		
	Al Hittihad	S. Arabia	2001		
	Tokyo Verdy	Japan	2003-2005		
	Beitar Jerusalem	Israel	2006		
	Cerro Porteno	Paraguay	2008		
Baxter, Stuart (England)	IF Skarp	Norway	1986	England (U19)	2002-2004
	Vittoria Setubal	Portugal	1987		
	Halmstads	Sweden	1988-1991		
	Hiroshima	Japan	1992-1994		
	Kobe	Japan	1995-1997		
	AIK	Sweden	1998-2000		
	FC Lyn Oslo	Norway	2001		
	S. Africa	National	2004-2005		
	Kobe	Japan	2006		
	Helsingborgs IF	Sweden	2006-2007		
Finland	National	2008-			
Boskamp, Johan (Holland)	Lierse SK	Belgium	1984-1986		
	V Denderhoutem	Belgium	1988-1989		
	SK Beveren	Belgium	1989-1992		
	KV Kortrijk	Belgium	1992-1993		
	RSC Anderlecht	Belgium	1993-1997		
	AA Ghent	Belgium	1997-1998		
	Dinamo Tbilisi	Georgia	1999		
	KRC Genk	Belgium	2000-2001		
	Al Wasl	UAE	2001-2002		
	Kazma SC	Kuwait	2004-2005		
	Stoke City	England	2005-2006		
	Standard Leige	Belgium	2006-2007		
FCV Dender	Belgium	2007-			
Eriksson, Sven-G (Sweden)	SL Benfica	Portugal	1982-1984	Degerfors IF	1977-1978
	AS Roma	Italy	1984-1987	IFK Goteborg	1979-1982
	AC Fiorentina	Italy	1987-1989		
	SL Benfica	Portugal	1989-1992		
	Sampdoria	Italy	1992-1997		
	Lazio	Italy	1997-2001		
	England	National	2001-2006		
	Manchester City	England	2007-2008		
	Mexico	National	2008		
Ivory Coast	National	2010			

	Leicester City	England	2010-		
Herrera, Helenio (Argentina)	Puteaux	France	1944-1945		
	Stade Francais	France	1945-1948		
	Real Valladolid	Spain	1949		
	Athletico Madrid	Spain	1949-1952		
	CD Malaga	Spain	1952		
	Deportivo Coruna	Spain	1953		
	Sevilla	Spain	1953-1956		
	Belenenses	Portugal	1956-1958		
	Barcelona	Spain	1958-1960		
	Internazionale	Italy	1960-1968		
	AS Roma	Italy	1968-1973		
	Internazionale	Italy	1973-1974		
	Rimini	Italy	1978-1979		
	Barcelona	Spain	1979-1981		
Houghton, Bobby (England)	Malmo	Sweden	1974-80	Hastings United	1970-1971
	Ethnikos Piraeus	Greece	1980	Maidstone	1971-1974
	Toronto	Canada	1982-1984		
	Al-Ittihad	S. Arabia	1984-86		
	Orgryte	Sweden	1987-1989		
	Malmo	Sweden	1990-1992		
	Al-Ittihad	S. Arabia	1993		
	Zurich	Switzerland	1994-1995		
	Colorado Rapids	USA	1996		
	China	National	1997-1999		
	Uzbekistan	National	2005		
	India	National	2006-		
McDonald, Rob (Scotland)	DOTO (amateur)	Holland	1997-1999		
	De Graafschap	Holland	1999-2000		
	Ajax Capetown	S. Africa	2001-2002		
	SC Cambuur	Holland	2002-2003		
	VVOG	Holland	2003-2004		
	Sligo Rovers	Eire	2006-2007		
Schuster, Bernd (Germany)	Xerez	Spain	2001-2003	Fortuna Koln	1997-1998
	Shaktar Donesk	Ukraine	2003-2004	FC Koln	1988-1999
	Levante	Spain	2004-2005		
	Getafe	Spain	2005-2007		
	Real Madrid	Spain	2007-2008		
	Xerez	Spain	2009-		
Zico (Brazil)	Kashima Antlers	Japan	1999		
	Japan	National	2002-2006		
	Fenerbache	Turkey	2006-2008		
	Bunyodkur	Uzbekistan	2008		
	CSKA Moscow	Russia	2009		
	Olympiakos	Greece	2009-2010		
<b>Expanding expatriate/circular profile</b>					
Advocaat, Dick (Holland)	Rangers	Scotland	1998-2002	DVSP	1981-1984
	Bor. M'gladbach	Germany	2004-2005	HFC Haarlem	1987-1989

	UAE	National	2005	FC Dordrecht	1989-1992
	Korea	National	2005-2006	Holland (National)	1992-1995
	Zenit St. P'burg	Russia	2006-2009	PSV Eindhoven	1995-1998
	Belgium	National	2009	Holland (National)	2002-2004
	Russia	National	2010-		
Benitez, Rafael (Spain)	Liverpool	England	2004-2010	Real Madrid (U19)	1986-1993
	Inter Milan	Italy	2010	Real Madrid B	1993-1995
				Real Valladolid	1995-1996
				Osasuna	1996-1997
				CF Extremadura	1997-1999
				CD Tenerife	2000-2001
				Valencia CF	2001-2004
Butcher, Terry (England)	Motherwell	Scotland	1993-2000	Coventry	1990-1992
	Sydney FC	Australia	2006-07	Sunderland	1993
	Dunfermline	Scotland	2009-	Brentford	2007
Coleman, Chris (Wales)	Real Sociedad	Spain	2007-2008	Fulham	2003-2007
				Coventry City	2008-
Christian Gross (Switzerland)	Tottenham	England	1997-1998	FC Wil	1988-1993
	VfB Stuttgart	Germany	2009-	Grasshoppers	1993-1997
				FC Basel	1999-2004
Jol, Martin (Holland)	Tottenham	England	2004-2007	Dutch amateurs	1991-1996
	Hamburg	Germany	2008-2009	Roda Kerkrade	1996-1998
				RKC Waalwijk	1998-2004
				Ajax	2009-
Koeman, Ronald (Holland)	Benfica	Portugal	2005-2006	Vitesse Arnhem	2000-2001
	Valencia	Spain	2007-2008	Ajax	2001-2005
				PSV Eindhoven	2006-2007
				AZ Alkmaar	2009
Laudrup, Michael (Denmark)	Getafe	Spain	2007-2008	Denmark (National)	2000-2002
	Spartak Moscow	Russia	2008-	Brondby	2002-2006
Mancini, Roberto (Italy)	Manchester City	England	2009-	Lazio (assistant)	2000-2001
				Fiorantina	2001-2002
				Lazio	2002-2004
				Internazionale	2004-2008
McClaren, Steve (England)	FC Twente	Holland	2008-2010	Middlesborough	2001-2006
	Wolfsburg	Germany	2010	England	2006-2007
				Notts Forest	2011-
Mourinho, Jose (Portugal)	Chelsea	England	2004-2007	Benfica	2000
	Inter Milan	Italy	2008-2010	UD Leiria	2001-2002
	Real Madrid	Spain	2010-	FC Porto	2002-2004
Ramos, Juande (Spain)	Tottenham	England	2007-2008	Alcoyano	1993-1994
	CSKA Moscow	Russia	2009-2010	Levante	1994-1995
	D. Dinipro	Ukraine	2010-	Logrones	1995-1996
				Barcelona B	1996-1997
				Lleida	1997-1998
				Rayo Vallecano	1998-2001
				Real Betis	2001-2002
				Espanyol	2002

				Malaga	2003-2004
				Sevilla	2005-2007
				Real Madrid	2008-2009
Santos, Fernando (Portugal)	AEK Athens	Greece	2001-2002	Estoril	1987-1994
	AEK Athens	Greece	2004-2006	Estrea de Amadore	1994-1998
	PAOK Salonika	Greece	2007-2010	FC Porto	1998-2001
	Greece	National	2010-	Benfica	2006-2007
Van Gaal, Louis (Holland)	Barcelona	Spain	1997-2000	Ajax	1991-1997
	Barcelona	Spain	2002-2003	Holland (National)	2000-2002
	Bayern Munich	Germany	2008-	AZ Alkmaar	2005-2008
Wenger, Arsene (France)	Grampus Eight	Japan	1994-1996	AS Nancy	1984-1987
	Arsenal	England	1996-	AS Monaco	1987-1994

**Table D: Director of Football/ Sporting Director Role**

Contemporary European Clubs

AC Milan (Italy)	Umberto Gondini – now Leonardo
Ajax (Holland)	Martin van Geel (was Henk ten Cate - Chelsea)
Barcelona (Spain)	Txiki Beguiristain
Brescia (Italy)	Gianluca Nani (now West Ham)
Espanyol (Spain)	Paco Herrera (Formerly Chief scout @ L'pool)
Fiorientina (Italy)	Panataleo Corvino
Inter Milan (Italy)	Amedeo Carboni
Juventus (Italy)	Alessio Secco
LA Galaxy (USA)	Alexi Lalas
NAC Breda (Holland)	Ernie Stewart
Napoli (Italy)	Pierpaolo Marino
Panathiaikos (Greece)	Velimir Zajec (now Portsmouth)
Real Madrid (Spain)	Franco Baldini (now England assistant)
Real Madrid (Spain)	Arrigo Sachi, Predag Mijatovic now Zinedine Zidane
Red Bull Strasbourg (France)	Giovanni Trapattoni (now Republic of Ireland)
Roma (Italy)	Franco Baldini (now England assistant)
St. Etienne (France)	Damien Comelli (was Tottenham)
Sevilla (Spain)	Ramon Rodriquez Monchi
Stuttgart (Germany)	Fredi Bobic
Valencia CF (Spain)	Juan Sanchez
Wolfsburg (Germany)	Dietmar Hoeness
Zenit St. Petersburg (Russia)	Konstantin Sarsoniya

Contemporary British Clubs

Arsenal	Ivan Gazidis (formerly MLS commissioner)
Chelsea	Frank Arnessen (was Avram Grant – became coach)
Chelsea	Michael Emenolo (senior players)
Heart of Midlothian	Anatoly Korobochka
Leicester City	Dave Bassett
Liverpool	Damien Comelli
Newcastle	Dennis Wise and Toni Jiminez (sacked)
Notts County	Sven Goran Eriksson (now Leicester)
Peterborough	Barry Fry
Portsmouth	Avram Grant (twice), Velimir Zajec
QPR	Gianni Paladini
Rangers	Dick Advocaat (became coach)
Reading	Nick Hammond
Southampton	Was Clive Woodward
Tottenham	David Pleat
Tottenham	Damien Comelli (was Frank Arnessen)
West Ham	Gianluca Nani



**Table E: Owners of Leading English Professional Football Clubs**

**Foreign investors**

<b>Club</b>	<b>Owner</b>
Arsenal	Stanley Kroenke*(USA) 29.6% £529m Alisher Usmanov (Russia)
Arsenal	Stanley Kroenke (USA) 62% - £731million
Aston Villa	Randy Lerner (USA) – paid £62.6 million + further £110 injected
Chelsea	Roman Abramovic (Russia) –paid £260 million
Everton	Robert Earl * (USA) injected £30 million – being repaid
Everton	Chris Samuelson *(Swiss) paid £13 million for 29.9% stake
Fulham	Mohammed Al Fayed – injected £100 million
Leicester City	Aiyawatt Raksriaksorn (Thai) – undisclosed fee
Liverpool	Tom Hicks & George Gillette (USA) – paid £174 million (of 320)
Liverpool	J.W. Henry (USA) – Fenway group (NESV) paid £300million
Manchester United	Malcolm Glazer (USA) – paid £830 million
Manchester City	Thaksin Shinawatra (Thailand) – paid £86.1 million
Manchester City	Sheik Mansour bin Zayed Al Nayan
Portsmouth	Milan Mandaric - made £10 million
Portsmouth	Alexandre Gaydamark (Russia) – paid £35 million
Portsmouth	Dr. Sulaiman Al Fahim (Abu Dhabi Group)
Portsmouth	Milan Mandaric (Croatia) – made £27 million
QPR	Flavio Briatore and Antonio Paladini * (Italy) paid £20 million
Southampton	Markus Liebherr (Swiss) – undisclosed fee
Stoke City	Icelandic consortium major stakeholders
Sunderland	Ellis Short* (USA) injected £25 million
Tottenham	ENIC – USA media consortium paid £209 million
West Ham	Bjorgolfur Gudmundsson (Iceland) paid £105 million

\* Denotes major investors rather than outright majority shareholder/owners

**Indigenous investors**

<b>Club</b>	<b>Owner</b>
Aston Villa	Doug Ellis – made £22.5 million on shares sales
Birmingham City	David Gold – now owns West Ham with partners
Chelsea	Ken Bates – made £17 million on shares sales
Everton	Peter Johnson - made £ 20 million on shares sales
Liverpool	David Moores – made £ 81 million on shares sales
Manchester United	Martin Edwards – made £87 million on shares sales
Newcastle United	Sir John Hall – sold for £133 million
Sunderland	Irish group Drumaville – paid £53million for 89.13% share
Tottenham	Sir Alan Sugar – made £ 17 million on shares sales
West Ham	Terry Brown – made £31 million on shares sales
Wimbledon	Sam Hamman – made £22 million on share sales

### Indigenous benefactors

<b>Club</b>	<b>Owner/majority shareholder</b>
Blackburn Rovers	Sir Jack Walker – undisclosed cash injection thought to be £12m
Bolton	Eddie Davies – paid £14 million
Everton	Moore family – long time benefactors
Ipswich Town	Cobbold family – now Michael Spencer
Liverpool	Moore family - long time benefactors
Manchester United	Louis Edwards – bought shares from large and small investors
Middlesbrough	Steve Gibson headed consortium to save club (in 1986)
Newcastle	Mike Ashley – paid £133 million
Reading	John Madjeski
Tottenham Hotspur	Joe Lewis
Watford	Sir Elton John and Lord Ashcroft
Wigan	Dave Whelan – used sportswear firm's assets to buy club in 1995
Wolverhampton	Jack Hayward – long time benefactor

**\*\* Overseas companies have major interests in Blackburn and Tottenham**

**Table F: English coaches/managers who have worked abroad**

<b>Manager</b>	<b>Club</b>	<b>Country</b>	<b>Year(s)</b>	<b>English experience</b>	
Adamson, Jimmy	Sparta Rotterdam	Holland	1976	Burnley	1970-1976
				Sunderland	1976-1978
				Leeds United	1978-1980
Addison, Colin	Durban City	S. Africa	1975-1976	Hereford United	1971-1974
	El Ali	S. Arabia	1985-1986	Notts County	1976-1977
	Celta Vigo	Spain	1986-1987	Newport County	1978-1979
	Athletico Madrid	Spain	1988-1989	WBA	1979-1980
	Cadiz	Spain	1989-1990	Derby County	1980-1982
	Al Arabi	S. Arabia	1992-1993	Newport County	1982-1985
	Badajoz	S. Arabia	1995-1996	WBA	1987-1988
				Hereford	1990-1991
				Scarborough	1999-2000
			Swansea	2001-2002	
Allen, Ronnie	Athletico Bilbao	Spain	1969-1971	Wolverhampton	1966-1968
	Sporting Lisbon	Portugal	1972-1973	Walsall	1973
	Saudi Arabia	National	1977	WBA	1977
	Panathinaikos	Greece	1980	WBA	1981-1982
Allison, David	Internationale	Italy	1901-1907		
Allison, Malcolm	Galatasaray	Turkey	1976-1977	Plymouth Argyle	1964-1965
	Sporting Lisbon	Portugal	1981-1982	Manchester City	1972-1973
	Kuwait	National	1985-1986	Crystal Palace	1973-1976
	FC Feirense	Portugal	1988	Plymouth Argyle	1978-1979
				Manchester City	1979-1980
				Crystal Palace	1980-1981
				Middlesborough	1982-1984
				Bristol Rovers	1992-1993
Anderson, Stan	AEK Athens	Greece	1973	Middlesborough	1966-1973
	Panathinaikos	Greece	1974	Doncaster	1975-1978
				Bolton	1980-1981
Ashman, Alan	Olympiakos	Greece	1971-1972	WBA	1967-1971
				Carlisle	1972-1975
				Workington	1975
Atkinson, Ron	Athletico Madrid	Spain	1988-1989	Cambridge	1976-1978
				WBA	1978-1981
				Manchester United	1981-1986
				WBA	1987-1988
				Aston Villa	1991-1994
				Coventry City	1995-1996
				Sheffield Weds	1997-1998
				Notts Forest	1999
Barnwell, John	AEK Athens	Greece	1983-1984	Peterborough	1977-1978
				Wolverhampton	1978-1981
				Notts County	1987-1988
				Walsall	1989-1990
				Northampton	1993-1995

Baxter, Stuart	IF Skarp	Norway	1986	England (U19)	2002-2004
	Vittoria Setubal	Portugal	1987		
	Halmstads	Sweden	1988-1991		
	Hiroshima	Japan	1992-1994		
	Kobe	Japan	1995-1997		
	AIK	Sweden	1998-2000		
	FC Lyn Oslo	Norway	2001		
	S. Africa	National	2004-2005		
	Kobe	Japan	2006		
	Helsingborgs IF	Sweden	2006-2007		
	Finland	National	2008-		
Buckingham, Vic	Ajax	Holland	1959-1961	Bradford Park Ave	1951-1953
	Ajax	Holland	1964-1965	WBA	1953-1959
	Ethnikos Piraeus	Greece	1968	Sheffield Weds	1961-1964
	Barcelona	Spain	1970	Fulham	1965-1968
	Sevilla	Spain	1972		
Butcher, Terry	Motherwell	Scotland	1993-2000	Coventry	1990-1992
	Sydney FC	Australia	2006-07	Sunderland	1993
	Inverness CT	Scotland	2008	Brentford	2007
	Dunfermline	Scotland	2009-		
Butler, Jack	Royal Daring	Belgium	1932-1934		
	Belgium	National	1938		
Burgess, Herbert	Padua	Italy	1921		
	AS Roma	Italy	1925		
	AC Milan	Italy	1926-1928		
Carver, Jesse	Xerxes	Greece	1946	Huddersfield	1946
	Holland	National	1947-48	Millwall	1948-1949
	Juventus	Italy	1949-1951	WBA	1952
	Lazio	Italy	1952-1953	Coventry	1955-1956
	Torino	Italy	1953-1954		
	Roma	Italy	1954-1955		
	Internationale	Italy	1957-1958		
Chadwick, Edgar	Holland	National	1908-1913		
C& H Charnock	Dynamo Moscow	Russia	1887		
Coleman, Chris	Real Sociedad	Spain	2007-2008	Fulham	2003-2007
				Coventry City	2008-
Cox, Oscar	Fluminense	Brazil	1902-1904		
Curtis, George	Rosenborg	Norway	1969-1970	Brighton & Hove Alb	1961-1963
	Norway	National	1971-1974		
	Rosenborg	Norway	1986		
Edwards, Albert	AC Milan	Italy	1899-1901		
Firth, Robert	Real Madrid	Spain	1932-1933		
Fogarty, Ken	Tampa Bay	USA	1989-1993		
	Cayman Islands	National	1993-1998		
	Kansas City	USA	1999-2002		
Gabriel, Jimmy	Seattle Sounders	USA	1977-1979	Everton (caretaker)	1993-1994
	San Hose E'Qake	USA	1980-1982		
Garbutt, Wille	Genoa	Italy	1912-1917		

	Roma	Italy	1927-1929		
	Napoli	Italy	1929-1935		
	Athletico Bolbao	Spain	1936		
	AC Milan	Italy	1937		
	Genoa	Italy	1937-1948		
Glendinning, Bob	Holland	National	1923		
	Holland	National	1925-1940		
Green, Brian	Australia	National	1975-1976	Rochdale	1976-1977
	FC Start	Norway	1980-1982		
Greenwell, Jack	Barcelona	Spain	1917-1924		
	Espanol	Spain	1927-1929		
	Barcelona	Spain	1931-1933		
	Valencia	Spain	1933-1934		
	Real Mallorca	Spain	1935-1937		
	Universitario	Peru	1937-1938		
	Peru	National	1939		
Hagan, Jimmy	Benfica	Portugal	1970-1973	Peterborough	1958-1962
	Sportivo Estoril	Portugal	1975	WBA	1963-1967
	Sporting Lisbon	Portugal	1976-1977		
Hodgson, Roy	Halmstads	Norway	1976-1980	Bristol City	1982
	Orebro	Sweden	1983-1985	Blackburn	1997-1998
	Malmo	Sweden	1985-1990	Fulham	2007-2010
	Neuchatel	Switzerland	1990-1992	Liverpool	2010-
	Swiss national	Switzerland	1992-1995		
	Internationale	Italy	1999		
	Grasshoppers	Switzerland	1999-2000		
	Copenhagen	Denmark	2000-2001		
	Udinese	Italy	2001		
	UAE	National	2002-2004		
	Viking	Norway	2004-2006		
	Finland	National	2006-2007		
Hogan, Jimmy	Dordrecht	Holland	1912	Fulham	1934-1935
	Austria	National	1912-1916	Aston Villa	1936-1944
	Honved/MTK	Hungary	1916-1920		
	Dresden	Germany	1920		
	Swiss Olympic	National	1924		
	Lausanne	Switzerland	1925/33-34		
	Austria	National	1925-1933		
	Hungary	National	1935-1936		
Houghton, Bobby	Malmo	Sweden	1974-80	Hastings United	1970-1971
	Ethnikos Piraeus	Greece	1980	Maidstone	1971-1974
	Toronto	Canada	1982-1984		
	Al-Ittihad	S. Arabia	1984-86		
	Orgryte	Sweden	1987-1989		
	Malmo	Sweden	1990-1992		
	Al-Ittihad	S. Arabia	1993		
	Zurich	Switzerland	1994-1995		
	Colorado Rapids	USA	1996		

	China	National	1997-1999		
	Uzbekistan	National	2005		
	India	National	2006-		
Howe, Don	Galatasaray	Turkey	1974-1975	WBA	1971-1975
				Arsenal	1984-1986
				QPR	1990-1991
Jago, Gordon	Baltimore	USA	1967-1969	QPR	1971-1974
	USA	National	1969	Millwall	1974-1977
	Tampa Bay	USA	1978-1982		
	Dallas	USA	1984-1997		
Johnson, Arthur	Athletico Bilbao	Spain	1902		
	Real Madrid	Spain	1910-1920		
Keeping, Mike	Real Madrid	Spain	1948-1950	Poole Town	check
	Ermelo	Holland	1950-1952		
Kendall, Howard	Athletico Bilbao	Spain	1987-1989	Blackburn	1979-1981
	Xanthi	Greece	1994	Everton	1981-1987
	Ethnikos Piraeus	Greece	1998-1999	Manchester City	1990
				Everton	1990-1993
				Notts County	1995
				Sheffield United	1995-1997
				Everton	1997-1998
Kilpin, Herbert	AC Milan	Italy	1900-1908		
Kirwan, Jack	Ajax	Holland	1910-1915		
	Livorno	Italy	1923-1924		
Knapp, Tony	Iceland-Amateurs	National	1974-1977	Poole Town	1971-1972
	Viking	Norway	1978-1980		
	Fredrikstad	Norway	1982-1983		
	Iceland	National	1984-1985		
	SK Brann	Norway	1986-1987		
	Sandnes Ulf	Norway	1987-89		
	Stavanger	Norway	2004-2005		
	Lillesand	Norway	2007-		
Layton, John	Pakistan	National	1999-2002	Hereford	1994-1995
	Maldives	National	2001		
	Lower Hutt	N. Zealand	2005-		
Lyons, Mick	Brunei	National	1991-1998	Grimsby Town	1985-1987
	Canberra Cosmos	Australia	1999-2004		
	Perth Lions	Australia	2005-2007		
McDonald, Rob	DOTO (amateur)	Holland	1997-1999		
	De Graafschap	Holland	1999-2000		
	Ajax Capetown	S. Africa	2001-2002		
	SC Cambuur	Holland	2002-2003		
	VVOG	Holland	2003-2004		
	Sligo Rovers	Eire	2006-2007		
McDonald, Neil	Ostersunds FK	Sweden	2007-2009	Carlisle United	2006-2007
McClaren, Steve	FC Twente	Holland	2008-2010	Middlesborough	2001-2006
	Wolfsburg	Germany	2010-	England	2006-2007
				Notts Forest	2011-

McMahon, Steve	Perth Glory	Australia	2005	Swindon Town	1994-1998
				Blackpool	2000-2004
Melia, Jimmy	Belenenses	Portugal	1983-1986	Crewe Alex	1972-1973
				Southport	1975
				Brighton & Hove Alb	1982-1983
				Stockport County	1986
Miller, Colin	Canada	National	2000-2004	Hamilton Academics	1999-2000
Milne, Gordon	Besitkas	Turkey	1987-1994	Wigan	1970-1972
	Nagoya Grampus	Japan	1994	Coventry	1972-1981
	Fenerbache		1995	Leicester City	1982-1986
Nicol, Steve	Boston Bulldogs	USA	2000-2002	Notts County (c'tkr)	1999
	N. Eng. Revl'on	USA	2002-		
Payer, Eugene	Atalanta	Italy	1933&35/36		
Pentland, Fred	Germany	National	1910	Barrow	1938-1940
	French Olympic	France	1920		
	Racing Santander	Spain	1920-1921		
	Athletico Bilbao	Spain	1922-1925		
	Athletico Madrid	Spain	1925-1926		
	Oviedo	Spain	1926-1927		
	Spain	National	1929		
	Athletico Bilbao	Spain	1929-1933		
Perryman, Steve	FC Start	Norway	1994-1995	Brentford	1987-1990
	Shimizu	Japan	1996-2000	Watford	1990-1993
	Kashiwa Reysol	Japan	2001-2002	Exeter	2003
Platt, David	Sampdoria	Italy		Nottingham Forest	1999-2001
Puddefoot, Syd	Fenerbache	Turkey	1934	Northampton Town	1937-1939
	Galatasaray	Turkey	1935-1937		
Revie, Don	UAE	National	1977-1980	Leeds United	1961-1974
	Al Nasr	S. Arabia	1980-1984	England	1974-1977
	Al Ahly	S. Arabia	1984		
Reynolds, Jack	St. Gallen	Switzerland	1912-1914		
	Holland	National	1919		
	Blauw-wit	Holland	1925-1928		
	Ajax	Holland	1915-1947		
Rioch, Bruce	Seattle	USA	1985	Torquay United	1981-1984
	Odense BK	Denmark	2005-2007	Middlesborough	1986-1990
	Aalborg	Denmark	2008-	Millwall	1990-1992
				Arsenal	1995-1996
				Wigan Athletic	2000-2001
Sir Bobby Robson	PSV Eindhoven	Holland	1990-1993	Fulham	1968-69
	Sporting Lisbon	Portugal	1993-1994	Ipswich Town	1969-1982
	Porto	Portugal	1994-1996	England	1982-1990
	Barcelona	Spain	1996-1997	Newcastle United	1999-2004
	PSV Eindhoven	Holland	1998-1999		
Sanchez, Lawrie	N. Ireland	National	2004-2007	Wycombe	1999-2003
				Fulham	2007

Shannon, Les	Thessaloniki	Greece	1971-1974	Bury	1966-1969
	Iraklis	Greece	1975-1976	Blackpool	1969-1970
	OFI Crete	Greece	1979-1980		
	SK Brann	Norway	1980-1981		
	OFI Crete	Greece	1982-1984		
Short, Craig	Ferencvaros	Hungary	2009-		
Souness, Graeme	Galatasaray	Turkey	1995-1996	Rangers	1986-1991
	Torino	Italy	1997	Liverpool	1991-1994
	Benfica	Portugal	1997-1999	Southampton	1996-1997
				Blackburn	2000-2004
				Newcastle	2004-2006
Spottiswood, Rob	Inter Milan	Italy	1921		
Toshack, John	Sporting Lisbon	Portugal	1984-1985	Swansea City	1978-1983
	Real Madrid	Spain	1988	Swansea City	1983-1984
	Real Sociedad	Spain	1991-1994	Wales	1994
	Deportivo Coruna	Spain	1995-1997	Wales	2004-
	Besiktas	Turkey	1997-1999		
	Real Madrid	Spain	1999		
	St. Etienne	France	2000-2001		
	Real Sociedad	Spain	2001		
	Real Murcia	Spain	2004		
Townley, William	DFC Prague	Czech Rep.	1907		
	Karlsruhe	Germany	1908		
	Sp Vgg Furth	Germany	1911/26-32		
	Frankfurt	Germany	1916-1917		
	Bayern Munich	Germany	1919		
	Mannheim	Germany	1921		
	St. Gallen	Switzerland	1923-25		
Terry Venables	Barcelona	Spain	1984-1987	Crystal Palace	1976-1980
	Australia	National	1997-1998	QPR	1980-1984
				Tottenham	1987-1991
				England	1993-1996
				Crystal Palace	1998-1999
				Middlesborough	2000-2001
				Leeds United	2002-2003
				England	2006-2007
Wadsworth, Mick	DR Congo	National	2002-2004	Scarborough	1990-1992
				Carlisle	1993-1996
				Oldham	2001-2002
				Gretna	2006-2008
				Chester City	2009
Walters, Tony	Vancouver WC	Canada	1977-1979	Plymouth	1972-1977
	Canada	National	1981-86		
	Canada	National	1990		
Wallace, Jock	Sevilla	Spain	1986-1987	Berwick	1966-1969
				Rangers	1972-1978
				Leicester City	1978-1982
				Motherwell	1982-1983



				Rangers	1983-1986
				Colchester	1989
Warburton, Fred	Holland	National	1919-1923		
Withe, Peter	Thailand	National	1998-2002	Wimbledon	1995
	Indonesia	National	2004-2007		

**Table G: Foreign Coaches who have worked outside birth nations**

<b>Manager (Birth Nation)</b>	<b>Club</b>	<b>Country</b>	<b>Year(s)</b>	<b>Indigenous club Experience</b>	<b>Year(s)</b>
Advocaat, Dick (Holland)	Rangers	Scotland	1998-2002	DVSP	1981-1984
	Bor. M'gladbach	Germany	2004-2005	HFC Haarlem	1987-1989
	UAE	National	2005	FC Dordrecht	1989-1992
	Korea	National	2005-2006	Holland (National)	1992-1995
	Zenit St. P'burg	Russia	2006-2009	PSV Eindhoven	1995-1998
	Belgium	National	2009-2010	Holland (National)	2002-2004
	Russia	National	2010-		
Ardiles, Osvaldo (Argentina)	Swindon Town	England	1989-1991	Racing Club	2002-2003
	Newcastle United	England	1991-1992	Huracan	2007
	WBA	England	1992-1993		
	Tottenham Hotspur	England	1993-1994		
	Chivas Guadalajara	Mexico	1995		
	Shimuzu S-Pulse	Japan	1996-1998		
	Croatia Zagreb	Croatia	1999		
	Yokohama Marinos	Japan	2000-2001		
	Al Hittihad	S. Arabia	2001		
	Tokyo Verdy	Japan	2003-2005		
	Beitar Jerusalem	Israel	2006		
	Cerro Porteno	Paraguay	2008		
Beenhakker, Leo (Holland)	Real Zaragoza	Spain	1981-1984	SC Cambuur	1972-1975
	Real Madrid	Spain	1986-1989	Go Ahead Eagles	1975-1976
	Real Madrid	Spain	1992	Ajax	1976-1981
	Grasshoppers	Switzerland	1992-1993	FC Volendam	1985
	Saudi Arabia	National	1993-1994	Holland (National)	1985-1986
	Club America	Mexico	1994-1995	Ajax	1989-1991
	Istanbulspor AS	Turkey	1995-1996	Holland (National)	1991
	Guadalajara	Mexico	1996	Vitesse Arnhem	1996-1997
	Club America	Mexico	2003-2004	Feyenoord	1997-2000
	Trinidad/Tobago	National	2005-2006	Ajax	2000-2003
	Poland	National	2006-2009	De Graafschap	2004-2005
			Feyenoord	2009-	
Benitez, Rafael (Spain)	Liverpool	England	2004-2010	Real Madrid (U19)	1986-1993
	Inter Milan	Italy	2010	Real Madrid B	1993-1995
				Real Valladolid	1995-1996
				Osasuna	1996-1997
				CF Extremadura	1997-1999
				CD Tenerife	2000-2001
				Valencia CF	2001-2004
Boloni, Laszlo (Hungary)	AS Nancy	France	1992		
	Romania	National	2000-2001		
	Sporting Lisbon	Portugal	2001-2003		
	Stade Rennais	France	2003-2006		
	AS Monaco	France	2006		
	Al Jazeera	UAE	2007		

Boskamp, Johan (Holland)	Lierse SK	Belgium	1984-1986		
	V Denderhoutem	Belgium	1988-1989		
	SK Beveren	Belgium	1989-1992		
	KV Kortrijk	Belgium	1992-1993		
	RSC Anderlecht	Belgium	1993-1997		
	AA Ghent	Belgium	1997-1998		
	Dinamo Tbilisi	Georgia	1999		
	KRC Genk	Belgium	2000-2001		
	Al Wasl	UAE	2001-2002		
	Kazma SC	Kuwait	2004-2005		
	Stoke City	England	2005-2006		
	Standard Leige	Belgium	2006-2007		
FCV Dender	Belgium	2007-			
Capello, Fabio (Italy)	Real Madrid	Spain	1996-1997	AC Milan	1991-1996
	Real Madrid	Spain	2006-2007	AC Milan	1997-1998
	England	National	2008-	Roma	1999-2004
				Juventus	2004-2006
Henk ten Cate (Holland)	KFC Uerdingen	Germany	1998-1999	Go Ahead Eagles	1990
	MTK Hungaria	Hungary	1999-2000	SC Herecles	1990-1992
	Chelsea	England	2007-2008	FC Rheden	1992-1993
	Panathiniakos	Greece	2008-	Go Ahead Eagles	1993-1995
				Sparta Rotterdam	1995-1997
				Vitesse Arnhem	1997-1998
				NAC Breda	2000-2003
Clemente, Javier (Spain)	Marseille	France	2000-2001	Atletico Bilbao	1980-1986
	Serbia	National	2006-2007	Espanyol	1986-1989
				Athletico Madrid	1989-1990
				Athletico Bilbao	1990-1991
				Espanyol	1991-1992
				Spain (National)	1992-1998
				Real Betis	1998-1999
				Real Sociedad	1999-2000
				CD Tenerife	2001-2002
				Espanyol	2002-2004
			Athletico Bilbao	2005-2006	
			Real Murcia	2008-	
Cruyff, Johan (Holland)	Barcelona	Spain	1988-1996	Ajax	1986-1988
Cuper, Hector (Argentina)	Real Mallorca	Spain	1997-1999	Huracón	1993-1995
	Valencia	Spain	1999-2001	Lanus	1995-1997
	Internazionale	Italy	2001-2003		
	Real Mallorca	Spain	2004-2006		
	Real Betis	Spain	2007		
	Parma	Italy	2008-		
Deschamps, Didi (France)	Juventus	Italy	2006-2007	AS Monaco	2001-2005
Eriksson, Sven-G	SL Benfica	Portugal	1982-1984	Degerfors IF	1977-1978

(Sweden)	AS Roma	Italy	1984-1987	IFK Goteborg	1979-1982
	AC Fiorentina	Italy	1987-1989		
	SL Benfica	Portugal	1989-1992		
	Sampdoria	Italy	1992-1997		
	Lazio	Italy	1997-2001		
	England	National	2001-2006		
	Manchester City	England	2007-2008		
	Mexico	National	2008-2009		
	Ivory Coast	National	2010		
	Leicester City	England	2010-		
Fernandez, Luis (Spain)	AS Cannes	France	1992-1994	Athletico Bilbao	1996-2000
	PSG Paris	France	1994-1996	Espanyol	2003-2004
	PSG Paris	France	2000-2003	Real Betis	2006-2007
	Al Rayyan	S. Arabia	2005		
	Beitar Jerusalem	Israel	2005-2006		
Van Gaal, Louis (Holland)	Barcelona	Spain	1997-2000	Ajax	1991-1997
	Barcelona	Spain	2002-2003	Holland (National)	2000-2002
	Bayern Munich	Germany	2008-	AZ Alkmaar	2005-2008
Gerets, Eric (Belgium)	PSV Eindhoven	Holland	1999-2002	RFC Leige	1992-1994
	Kaiserslautern	Germany	2002-2004	Lierse SK	1994-1997
	Wolfsburg	Germany	2004-2005	Club Brugge	1997-1999
	Galatasaray	Turkey	2005-2007		
	Marseille	France	2007-		
Grip, Tord (Sweden)	Norway	National	1987-1988	BK Karlsogo	1969-1973
	Young Boys Berne	Switzerland	1988-1990	Orebro SK	1974-1975
	Indonesia	National	1995-1996	Degerfors IF	1976
	Lazio (A. Man.)	Italy	1998-2000	Sweden (National)	1977-1978
	England (A. Man.)	National	2000-2006	Orebro SK	1979-1980
	Man City (A. Man.)	England	2007-	Sweden (U21)	1979-1980
	AC Campobasso	Italy	1986	Malmö FC	1981-1986
Gross, Christian (Switzerland)	Tottenham	England	1997-1998	FC Wil	1988-1993
	VfB Stuttgart	Germany	2009-	Grasshoppers	1993-1997
				FC Basel	1999-2004
Gullit, Ruud	Chelsea	England	1996-1998	Feyenoord	2004-2005
	Newcastle	England	1998-1999		
	LA Galaxy	USA	2008		
Guttman, Bela (Hungary)	SK Hakoah Wien	Austria	1932-1933	Upjest FC	1938-1939
	FC Twente	Holland	1933-1934	Vasas SC	1945
	Calcio Padova	Italy	1949-1950	CS Chinezul	1946
	Trieste Calcio	Italy	1950-1952	Upjest FC	1946-1947
	AC Milan	Italy	1953-1955	Kispest AC	1947-1948
	Vicenzo Calcio	Italy	1955-1956	Honved	1957
	Sao Paulo	Brazil	1957-1958		
	FC Porto	Portugal	1958-1959		
	Benfica	Portugal	1959-1962		
	Penarol	Uruguay	1962		
	APOEL FC	Israel	1963		
	Austria	National	1964		

	Benfica	Portugal	1965-1966		
	Servette	Switzerland	1966-1967		
	Panathiniakos	Greece	1967		
	FC Porto	Portugal	1973-1974		
Haan, Arie (Holland)	Royal Antwerp	Belgium	1984-1985		
	Anderlecht	Belgium	1986-1987		
	Stuttgart	Germany	1987-1990		
	Nuremberg	Germany	1990-1991		
	Standard Leige	Belgium	1991-1993		
	PAOK	Greece	1995/1999		
	Anderlecht	Belgium	1997-1998		
	AC Omonia	Cyprus	2000		
	Austria Vienna	Austria	2001		
	China	National	2002-2004		
	Persepolis	Iran	2006		
	Cameroon	National	2006-2007		
	Albania	National	2008-		
Happel, Ernst (Austria)	Den Haag	Holland	1962-1969	FC Tirol	1987-1991
	Feyenoord	Holland	1970-1972	Austria (National)	1991-1992
	Seville	Spain	1973-1975		
	Brugge	Belgium	1975-1978		
	Holland	National	1978		
	Harelbeke	Holland	1979		
	Standard Leige	Belgium	1979-1981		
	Hamburg	Germany	1981-1987		
Herrera, Helenio (Argentina)	Puteaux	France	1944-1945		
	Stade Francais	France	1945-1948		
	Real Valladolid	Spain	1949		
	Athletico Madrid	Spain	1949-1952		
	CD Malaga	Spain	1952		
	Deportivo Coruna	Spain	1953		
	Sevilla	Spain	1953-1956		
	Belenenses	Portugal	1956-1958		
	Barcelona	Spain	1958-1960		
	Internazionale	Italy	1960-1968		
	AS Roma	Italy	1968-1973		
	Internazionale	Italy	1973-1974		
	Rimini	Italy	1978-1979		
	Barcelona	Spain	1979-1981		
Herrera, Heribert (Paraguay)	Juventus	Italy	1964-1969		
	Elche	Spain	1970		
	Internazionale	Italy	1969-71/73		
	Valencia	Spain	1976-1977		
Heynckes, Jupp (Germany)	Athletico Bilbao	Spain	1992-1994	Bor. M'gladbach	1979-1987
	CD Tenerife	Spain	1996-1997	Bayern Munich	1987-1991
	Real Madrid	Spain	1997-1998	E. Frankfurt	1994-1995
	Benfica	Portugal	1999-2000	Schalke 04	2003-2004
	Athletico Bilbao	Spain	2001-2003	Bor. M'gladbach	2006-2007

Hiddink, Guus (Holland)	Fenerbache	Turkey	1990-1991	De Graafschap	1982-1984
	Valencia	Spain	1991-1994	PSV Eindhoven	1984-1990
	Real Madrid	Spain	1998-1999	Holland (National)	1994-1998
	Real Betis	Spain	1999-2000	PSV Eindhoven	2002-2006
	South Korea	National	2000-2002		
	Australia	National	2005-2006		
	Russia	National	2006-2010		
	Chelsea	England	2009	*Loan	
	Turkey	National	2010-		
Houllier, Gerard (France)	Liverpool	England	1998-2004	Le Touquet	1973-1976
	Aston Villa	England	2011	Noeux-les-Mines	1976-1982
				RC Lens	1982-1985
				PSG	1985-1988
				France (National)	1992-1993
				Olympique Lyon	2005-2007
Jansen, Wim (Holland)	SK Lokeren	Belgium	1987-1988	Feyenoord	1982-1987
	S. Arabia (Asst)	National	1993-1994	Feyenoord	1990-1993
	Hiroshima	Japan	1994-1997	Feyenoord	2005-2007
	Celtic	Scotland	1997-1998		
	Urawa Diamonds	Japan	2000-2003		
Jol, Martin (Holland)	Tottenham	England	2004-2007	Dutch amateurs	1991-1996
	Hamburg	Germany	2008-2009	Roda Kerkrade	1996-1998
				RKC Waalwijk	1998-2004
				Ajax	2009-
Koeman, Ronald (Holland)	Benfica	Portugal	2005-2006	Vitesse Arnhem	2000-2001
	Valencia	Spain	2007-2008	Ajax	2001-2005
				PSV Eindhoven	2006-2007
				AZ Alkmaar	2009-
Lattek, Udo (Germany)	Barcelona	Spain	1981-1983	Bayern Munich	1970-1975
				Bor. M'gladbach	1975-1979
				Bor. Dortmund	1979-1981
				Bayern Munich	1983-1987
				FC Koln	1991
				Schalke 04	1992
				Bor. Dortmund	2000
LeGuen, Paul (France)	Rangers	Scotland	2006-2007	Stade Rennais	1998-2001
				Olympique Lyon	2002-2005
				PSG	2007-
Laudrup, Michael	Getafe	Spain	2007-2008	Denmark (National)	2000-2002
	Spartak Moscow	Russia	2008-	Brondby	2002-2006
Michels, Rinus (Holland)	Barcelona	Spain	1971-1975	Ajax	1965-1971
	Barcelona	Spain	1976-1978	Holland (National)	1974
	LA Aztecs	USA	1979-1980	Ajax	1975-1976
	FC Koln	Germany	1980-1984	Holland (National)	1984-1988
	Bayer Leverkusen	Germany	1988-1989	Holland (National)	1990-1992
Menotti, Luis (Argentina)	Barcelona	Spain	1984	Newall's Old Boys	1970
	Penarol	Uruguay	1985	Huracan	1970-1973
	Athletico Madrid	Spain	1987-1988	Argentina (Nat.)	1974-1983

	Mexico	National	1991-1992	River Plate	1988
	Peubla	Mexico	2006	Boca Juniors	1987/1994
	Sampdoria	Italy	1997	Independiente	1996-1997
				Rosario	2003
				Tecos	2007-
de Mos, Aad (Holland)	KV Mechelen	Belgium	1986-1989	Ajax	1980-1985
	RSC Anderlecht	Belgium	1989-1992	PSV Eindhoven	1993-1995
	Werder Bremen	Germany	1995-1996	Vitesse Arnhem	2006-2008
	Standard Liege	Belgium	1997-1998	Sparta Rotterdam	2010-
	Sporting Gijon	France	1998-1999		
	Urawa Reds	Japan	1999-2000		
	KV Mechelen	Belgium	2000-2002		
	Al Hilal	Saudi Arabia	2002-2004		
	UAE	National	2004-2005		
	Kavala FC	Greece	2010		
Mourinho, Jose (Portugal)	Chelsea	England	2004-2007	Benfica	2000
	Inter Milan	Italy	2008-2010	UD Leiria	2001-2002
	Real Madrid	Spain	2010-	FC Porto	2002-2004
Olsen, Morten (Denmark)	FC Koln	Germany	1992-1994	Brondby IF	1989-1992
	Ajax	Holland	1996-1998	Denmark (National)	2000-
Perrin, Alain (France)	Al-Ain	UAE	2004	Troyes	1993-2002
	Portsmouth	England	2005	Marseilles	2002-2004
				FC Sochaux	2006-2007
				Olympique Lyon	2007-2008
				St. Etienne	2008-2009
Perreira, Carlos (Brazil)	Assante Kotoko	Ghana	1968	Sao Cristovao	1976
	Ghana	National	1968-1977	Fluminense	1975-1978
	Kuwait	National	1978-1983	Brazil	1983-1984
	UAE	National	1985-1988	Fluminense	1984-1985
	S. Arabia	National	1988-1990	Bragantino	1991
	Valencia	Spain	1994-1995	Brazil (National)	1991-1994
	Fenerbache	Turkey	1995-1996	Sao Paulo	1996-1997
	NY Metrostars	USA	1997-1998	Fluminense	1999-2000
	S. Arabia	National	1998-1999	Atletico Mineiro	2000-2001
	S. Africa	National	2007-2010	Internacional	2001-2002
				Corinthians	2002-2003
				Brazil (National)	2003-2006
Puskas, Ferenc (Hungary)	San Francisco	USA	1967	Hercules CF	1967
	Vancouver	USA	1968	Hungary (National)	1993
	Deportivo Alaves	Spain	1968-1969		
	Panathiniakos	Greece	1970-1974		
	Real Murcia	Spain	1975		
	Colo-Colo	Chile	1975-1976		
	S. Arabia	National	1976-1977		
	AEK Athens	Greece	1978-1979		
	Al Masry	S. Arabia	1979-1982		
	Sol de America	Paraguay	1985-1986		
	Cerro Porteno	Paraguay	1986-1989		

	Melbourne Hellas	Australia	1989-1992		
Queiroz, Carlos (Portugal)	NY Metrostars	USA	1996	Portugal (National)	1990-1993
	Grampus Eight	Japan	1996-1997	Sporting Portugal	1994
	UAE	National	1999	Portugal (National)	2008-
	S. Africa	National	2000-2002		
	Real Madrid	Spain	2003-2004		
	Manchester United	England	2004-2008		
Ramos, Juande (Spain)	Tottenham	England	2007-2008	Alcoyano	1993-1994
	CSKA Moscow	Russia	2009-2010	Levante	1994-1995
	D. Dinipro	Ukraine	2010-	Logrones	1995-1996
				Barcelona B	1996-1997
				Lleida	1997-1998
				Rayo Vallecano	1998-2001
				Real Betis	2001-2002
				Espanyol	2002
				Malaga	2003-2004
				Sevilla	2005-2007
			Real Madrid	2008-2009	
Ranieri, Claudio (Italy)	Valencia	Spain	1997-1999	Puteolana	1987-1988
	Athletico Madrid	Spain	1999-2000	Cagliari	1988-1991
	Chelsea	England	2000-2004	Napoli	1991-1993
	Valencia	Spain	2004-2005	Fiorentina	1993-1997
				Parma	2007
				Juventus	2007-2009
			Roma	2009-	
Rehagel, Otto (Germany)	Greece	National	2001- 2010	Kickers Offenbach	1974-1975
				Werder Bremen	1976
				Bor. Dortmund	1976-1978
				Armenia Bielefeld	1978-1979
				Fortunal Dusseldorf	1979-1980
				Werder Bremen	1981-1995
				Bayern Munich	1995-1996
				Kaiserslauten	1996-2000
Rijkaard, Frank (Holland)	Barcelona	Spain	2003-2008	Holland (National)	1998-2000
	Galatasary	Turkey	2009-	Sparta Rotterdam	2001-2002
Smith, Ron (Australia)	IBK Keflavik	Iceland	1979	AIS	1986-1995
	Jahor FC	Malaysia	1995-1997	Perth Glory	2006-2007
	Jahor FC	Malaysia	1998-1999		
Sacchi, Arrigo (Italy)	Athletico Madrid	Spain	1998-1999	Parma	1985-1987
				AC Milan	1987-1991
				Italy (National)	1991-1996
				AC Milan	1996-1997
				Parma	2001
Santini, Jacques (France)	Tottenham	England	2004	CA Lisieux	1983-1985
				Toulouse	1985-1989
				Lille	1989-1992
				St. Etienne	1992-1994
				FC Sochaux	1994-1995



				Olympique Lyon	1997-2002
				France (National)	2002-2004
				Auxerre	2005-2006
Scolari, Felipe (Brazil)	Al Shabab	UAE	1984-1985	Juventude	1982/1987
	Al Qadisiya	UAE	1988/1992	Brasil de Pelotas	1983
	Kuwait	National	1990	Brasil de Pelotas	1986
	Al Ahli	UAE	1991	Gremio	1987
	Jublio Iwato	Japan	1997	Goias EC	1988
	Portugal	National	2003-2008	Criciuma EC	1991
	Chelsea	England	2008-2009	Gremio	1993-1996
	Bunyadkupor	Uzbekistan	2009-	Palmeiras	1997-2000
				Cruzeiro	2000-2001
			Brazil (National)	2001-2002	
Schuster, Bernd (Germany)	Xerez	Spain	2001-2003	Fortuna Koln	1997-1998
	Shaktar Donesk	Ukraine	2003-2004	FC Koln	1988-1999
	Levante	Spain	2004-2005		
	Getafe	Spain	2005-2007		
	Real Madrid	Spain	2007-2008		
	Xerez	Spain	2009-		
Sollied, Trond (Norway)	Ghent	Belgium	1999-2000	Boda	1992-1996
	Club Brugge	Belgium	2000-2005	Rosenborg	1998
	Olympiakos	Greece	2005-2006		
	Ghent	Belgium	2007-2008		
	SC Heerenveen	Holland	2008-		
Stevens, Huub (Holland)	Schalke 04	Germany	1996-2002	Roda Kerkrade	1993-1996
	Hertha BSC	Germany	2002-2003	Roda Kerkrade	2005-2007
	FC Koln	Germany	2004-2005	PSV Eindhoven	2008-
	Hamburg SV	Germany	2007-2008		
Tigana, Jean (France)	Fulham	England	2000-2003	Olympique Lyon	1993-1995
	Besiktas	Turkey	2005-2007	AS Monaco	1995-1999
Trapattoni, Gio (Italy)	Bayern Munich	Germany	1994-1995	AC Milan	1974-1976
	Bayern Munich	Germany	1996-1998	Juventus	1976-1986
	Benfica	Portugal	2004-2005	Internazionale	1986-1991
	VfB Stuttgart	Germany	2005-2006	Juventus	1991-1994
	Red Bull Salzburg	Austria	2006-2008	Cagliari	1995-1996
	Republic of Ireland	National	2008-	Fiorentina	1998-2000
				Italy (National)	2000-2004
Valdano, Jorge (Argentina)	CD Tenerife	Spain	1992-1994		
	Real Madrid	Spain	1994-1996		
	Valencia	Spain	1996-1997		
Venglos, Josef (Slovakia)	FC Prague Sydney	Australia	1966	VSS Kosice	1967-1971
	NSW	Australia	1966-1967	Czech U23	1970-1972
	Australia	National	1967-1969	Sl. Bratislava	1973-1976
	Sporting	Portugal	1983-1984	Czechoslovakia	1978-1982
	Kuala Lumpur	National	1986-1987	Czechoslovakia	1988-1990
	Malaysia	National	1986-1987	Slovakia	1993-1995
	Aston Villa	England	1990-1991		
	Fenerbache	Turkey	1991-1993		

	Oman	National	1995-1997		
	Celtic	Scotland	1998-1999		
	JEF Ichihara	Japan	2002		
Vialli, Gianluca (Italy)	Chelsea	England	1998-2000		
	Watford	England	2001-2002		
Wenger, Arsene (France)	Grampus Eight	Japan	1994-1996	AS Nancy	1984-1987
	Arsenal	England	1996-	AS Monaco	1987-1994
Zagallo, Mario (Brazil)	Kuwait	National	1976-1978	Botafogo	1966-1970
	Al Hilal	S.Arabia	1978-1979	Brazil (National)	1967-1974
	S. Arabia	National	1981-1984	Fluminense	1971-1972
	UAE	National	1989-1990	Flamengo	1972-1974
	Portuguesa	Venezuela	1999-2000	Botafogo	1975
				Botafogo	1978
				Vasco da Gama	1980-1981
				Flamengo	1984-1985
				Botafogo	1986-1987
				Bangu	1988-1989
				Vasco da Gama	1990-1991
				Brazil	1994-1998
			Flamengo	2000-2001	
Zico (Brazil)	Kashima Antlers	Japan	1999		
	Japan	National	2002-2006		
	Fenerbache	Turkey	2006-2008		
	CSKA Moscow	Russia	2009		
	Olympiakos	Greece	2009-2010		

**Table H: Non-British managers appointed to English Professional Football Clubs**

<b>Season appointed</b>	<b>Managers (Clubs)</b>
1946-1951	Gordon Hodgson (Port Vale)
1965-1966	Bert Trautmann (Stockport)
1967-1970	Eddie Firmani (Charlton Athletic)
1988/1989	Danny Bergara (Rochdale)
1989/1990	Danny Bergara (Stockport County) Ossie Ardiles (Swindon Town)
1990/1991	Josef Venglos (Aston Villa)
1991/1992	Ossie Ardiles (Newcastle Utd.)
1992/1993	Ivan Golac (Torquay Utd.) Ossie Ardiles (West Bromwich Albion)
1993/1994	Ossie Ardiles (Tottenham Hotspur)
1994/1995	No non-British appointments
1995/1996	No non-British appointments
1996/1997	Arsene Wenger* (Arsenal) Ruud Gullit (Chelsea) Danny Bergara (Rotherham Utd.) Jan Molby (Swansea City)
1997/1998	Attilio Lombardi (Crystal Palace) Gerard Houllier (Joint manager – Liverpool) Christian Gross (Tottenham Hotspur) Jan Sorenson (Walsall)
1998/1999	Benny Lennartsson (Bristol City) Gianluca Vialli (Chelsea) Gerard Houllier (Liverpool) Ruud Gullit (Newcastle Utd.)
1999/2000	Jan Molby (Kidderminster Harriers) Gudjon Thordardsson (Stoke City) Egil Olsen (Wimbledon)
2000/2001	Claudio Ranieri (Chelsea) Jean Tigana (Fulham)
2001/2002	Roland Nilsson (Coventry City) Gianluca Vialli (Watford)
2002/2003	Jan Molby (Hull City)
2003/2004	Gudjon Thordardsson (Barnsley), Jan Molby (Kidderminster)
2004/2005	Jose Mourinho (Chelsea), Rafael Benitez (Liverpool), Jacques Santini, Martin Jol (both Spurs), Ramon Diaz (Oxford), Velimir Zajec (Portsmouth)
2005/2006	Gudjon Thordardsson (Notts County), Alain Perrin (Portsmouth), Johan Boskamp (Stoke City)
2006/2007	Lubos Kubik (Torquay)
2007/2008	Juande Ramos (Spurs), Fabio Capello* (England), Luigi De Canio (QPR), Roberto Martinez (Swansea)
2008/2009	Jan Poortvliet (Southampton), Luis Felipe Scolari (Chelsea), Roberto Di Matteo (MK Dons), Gianfranco Zola (West Ham), Paulo Sousa (QPR), Gudjon Thordardsson (Crewe)
2009/10	Roberto Martinez* (Wigan), Carlo Ancellotti (Chelsea) *

	Paulo Sousa* (Swansea), Roberto Di Matteo* (WBA), Paul Peschisolido* (Burton Alb), Mark Wotte (Southampton), Roberto Mancini* (Manchester City), Hans Backe (Notts County), Avram Grant (Portsmouth)
2010/2011	Paulo Sousa (Leicester), Avram Grant (W.Ham), Gerard Houllier (Aston Villa)

[\* denotes still in post]

CAN ADD: Wim Jensen (Celtic), Dick Advocaat (Rangers), Josef Venglos (Celtic)  
Ebbe Skovdahl (Aberdeen), Paul LeGuen (Rangers), Roberto Landi (Livingston), Csaba Laszlo (Hearts).

**Table HH - Nationalities of coaches with English club experience**

<b>Nation</b>	<b>Coaches</b>
Argentina	Osvaldo Ardiles
Brazil	Luiz Felipe Scolari
Canada	Paul Peschisolido
Croatia	Velimir Zajec
Czechoslovakia	Lubos Kubic, Josef Venglos
Denmark	Jan Molby
France	Gerard Houllier, Jean Tigana, Jacques Santini, Arsene Wenger, Alain Perrin
Germany	Bert Trautmann
Holland	Johan Boskamp, Ruud Gullit, Martin Jol, Jan Poortvliet, Mark Wotte,
Iceland	Gudjon Thordardsson
Italy	Carlo Ancellotti, Fabio Capello, Luigi De Canio, Roberto Di Matteo, Attilio Lombardi, Roberto Mancini, Claudio Ranieri, Gianluca Vialli, Gianfranco Zola
Israel	Avram Grant
Norway	Egil Olsen
Portugal	Jose Mourinho, Paulo Sousa
Spain	Rafael Benitez, Ramon Diaz, Roberto Martinez, Juande Ramos
South Africa	Eddie Firmani, Gordon Hodgson
Sweden	Hans Backe, Benny Lennartsson, Roland Nilsson, Jan Sorenson, Sven Goran Eriksson
Switzerland	Christian Gross
Uruguay	Danny Bergara
Yugoslavia	Ivan Golac

**Table I : Migration Patterns of Elite Football Coaching Talent**

<b>Migration Pattern</b>	<b>Foreign</b>	<b>Indigenous</b>
<b>Mainly home based – later abroad</b>	Henk Ten Cate (Hol)	Chris Coleman
	Javier Clemente (Spa)	Ron Atkinson
	Otto Renhagel (Ger)	Bruce Rioch
	Gerard Houllier (Fra)	Don Revie
<b>Mainly Expatriated – home later</b>	Ernst Happel (Ger)	Jimmy Hogan
	Ferenc Puskas (Hun)	
<b>Predominantly expatriate career</b>	Helenio Herrera (Arg)	Stuart Baxter
	Sven Goran Eriksson (Den)	Bobby Houghton
	Berndt Schuster (Ger)	Roy Hodgson
	Carlos Queiroz (Por)	Rob McDonald
	Johan Boskamp (Hol)	
<b>Developing Expatriate career</b>	Rafael Benitez (Spa)	Frank Yallop (dual Aus)
	Arsene Wenger (Fra)	Steve Perryman
	Jose Mourinho (Por)	Steve McMahan
	Juande Ramos (Spa)	Peter Withe
	Michael Laudrup (Den)	Steve McClaren
<b>Circular mobility</b>	Guus Hiddink (Hol)	Malcolm Allison
	Carlos Perreira (Bra)	Sir Bobby Robson
	Leo Beenhaker (Hol)	John Toshack
	Eric Gerets (Bel)	Jesse Carver
	Giovanni Trapattoni (Ita)	Graeme Souness
	Luis Felipe Scolari (Bra)	Terry Butcher
	Claudio Ranieri (Ita)	
	Luis Menotti (Arg)	
	Fabio Capello (Ita)	
	Luis Fernandez (Spa)	
	Huub Stevens (Hol)	

**Table J – Showing World 1-100 ranked clubs in 21<sup>st</sup> Century**

<b>Pos – 2000+</b>	<b>All-time Pos</b>	<b>Club (City)</b>	<b>Nation</b>
1	(7)	<b>Boca Juniors (Buenos Aires)</b>	ARG
2	(2)	<b>FC Barcelona</b>	ESP
3	(4)	<b>FC Bayern München</b>	GER
4	(8)	<b>Manchester United</b>	ENG
5	(1)	<b>Real Madrid CF</b>	ESP
6	(19)	<b>FC Porto</b>	POR
7	(3)	<b>AC Milan</b>	ITA
8	(17)	<b>São Paulo FC</b>	BRA
9	(5)	<b>Liverpool</b>	ENG
10	(30)	<b>Sport Club Internacional</b>	BRA
11	(44)	<b>Chelsea</b>	ENG
12	(21)	<b>Arsenal</b>	ENG
13	(88)	<b>Olympique Lyonnais (Lyon)</b>	FRA
14	(35)	<b>Valencia CF</b>	ESP
15	(16)	<b>Internazionale Milan</b>	ITA
16	(96)	<b>Liga Deportiva Universitaria (Quito)</b>	ECU
17	(28)	<b>PSV (Eindhoven)</b>	NED
18	(20)	<b>Cruzeiro</b>	BRA
19	(14)	<b>River Plate (Buenos Aires)</b>	ARG
20	(50)	<b>Olympiakos (Piraeus)</b>	GRE
21	(151)	<b>Pachuca</b>	MEX
22	(56)	<b>San Lorenzo de Almagro (Buenos Aires)</b>	ARG

23	(13)	<b>Celtic (Glasgow)</b>	SCO
24	(40)	<b>Sport Club Corinthians Paulista (São Paulo)</b>	BRA
25	(32)	<b>Estudiantes</b>	ARG
26	(27)	<b>Santos (São Paulo)</b>	BRA
27	(72)	<b>Galatasaray (Istanbul)</b>	TUR
28	(25)	<b>Clube de Regatas do Flamengo (Rio de Janeiro)</b>	BRA
29	(97)	<b>CSKA Moscow</b>	RUS
30	(12)	<b>Rangers</b>	SCO
31	(124)	<b>Sevilla FC</b>	ESP
32	(75)	<b>Al-Ahly (Cairo)</b>	EGY
33	(136)	<b>FK Shakhtar Donetsk</b>	UKR
34	(26)	<b>Dynamo Kyiv</b>	UKR
35	(22)	<b>Olimpia (Asunción)</b>	PAR
36	(180)	<b>Once Caldas (Manizales)</b>	COL
37	(6)	<b>Juventus</b>	ITA
38	(23)	<b>Grêmio de Football Porto Alegre</b>	BRA
39	(102)	<b>Clube Atlético Paranaense</b>	BRA
40	(94)	<b>América (Ciudad de México)</b>	MEX
41	(18)	<b>Nacional (Montevideo)</b>	URU
42	(29)	<b>Sociedade Esportiva Palmeiras (São Paulo)</b>	BRA
43	(74)	<b>SV Werder Bremen</b>	GER
44	(54)	<b>Atlético Nacional Medellín</b>	COL
44	(93)	<b>Lazio (Rome)</b>	ITA
46	(38)	<b>AC Sparta Prague</b>	CZE



46	(33)	<b>Vasco da Gama (Rio de Janeiro)</b>	BRA
48	(55)	<b>AS Roma</b>	ITA
49	(43)	<b>Sporting Clube de Portugal (Lisbon)</b>	POR
50	(9)	<b>Ajax Amsterdam</b>	NED
51	(61)	<b>Fluminense Football Club (Rio de Janeiro)</b>	BRA
52	(65)	<b>Corporación Deportiva América de Cali</b>	COL
52	(189)	<b>Deportivo La Coruña</b>	ESP
54	(196)	<b>Libertad (Asunción)</b>	PAR
55	(24)	<b>RSC Anderlecht</b>	BEL
56	(199)	<b>Zenit St. Peterburg</b>	RUS
57	(219)	<b>Al-Ittihad (Jeddah)</b>	KSA
58	(166)	<b>FC Basel</b>	SUI
59	(188)	<b>Toluca</b>	MEX
60	(128)	<b>Esporte Clube Vitória (Salvador, BA)</b>	BRA
61	(80)	<b>AS Monaco</b>	FRA
62	(34)	<b>Feyenoord (Rotterdam)</b>	NED
63	(82)	<b>Levski (Sofia)</b>	BUL
64	(31)	<b>Crvena zvezda (Belgrade)</b>	SRB
65	(301)	<b>Enyimba (Aba)</b>	NGA
66	(47)	<b>Colo Colo (Santiago)</b>	CHI
66	(119)	<b>Millonarios (Bogotá)</b>	COL
68	(169)	<b>Chivas (Guadalajara)</b>	MEX
68	(83)	<b>Sport Club do Recife (Recife, PE)</b>	BRA
70	(149)	<b>Fenerbahçe (Istanbul)</b>	TUR

71	(307)	<b>Cienciano (Cuzco)</b>	PER
72	(210)	<b>Lokomotiv Moscow</b>	RUS
73	(281)	<b>Suwon Samsung Bluewings</b>	KOR
74	(81)	<b>Cerro Porteño (Asunción)</b>	PAR
75	(231)	<b>Wisla Krakow</b>	POL
76	(146)	<b>Rosenborg BK (Trondheim)</b>	NOR
77	(66)	<b>Vélez Sarsfield (Buenos Aires)</b>	ARG
78	(324)	<b>Arsenal (Sarandí)</b>	ARG
79	(71)	<b>Dinamo Zagreb</b>	CRO
79	(254)	<b>FC Copenhagen</b>	DEN
81	(176)	<b>Al-Hilal (Riyadh)</b>	KSA
81	(142)	<b>Goiás Esporte Clube (Goiânia)</b>	BRA
83	(116)	<b>FC Schalke 04</b>	GER
84	(77)	<b>Panathinaikos</b>	GRE
84	(15)	<b>SL Benfica</b>	POR
86	(60)	<b>Club Brugge KV</b>	BEL
87	(215)	<b>Etoile du Sahel (Sousse)</b>	TUN
87	(73)	<b>FK Partizan (Belgrade)</b>	SRB
89	(159)	<b>Besiktas (Istanbul)</b>	TUR
90	(101)	<b>Paysandu Sport Club (Belém)</b>	BRA
91	(203)	<b>LD Alajuelense (San José)</b>	CRC
92	(140)	<b>Zamalek (Cairo)</b>	EGY
93	(174)	<b>Deportivo Saprissa (San José)</b>	CRC
94	(109)	<b>FC Girondins de Bordeaux</b>	FRA

94	(178)	<b>UNAM Pumas</b>	MEX
96	(207)	<b>RCD Espanyol</b>	ESP
96	(48)	<b>Spartak Moscow</b>	RUS
98	(343)	<b>Associação Desportiva São Caetano</b>	BRA
98	(45)	<b>FK Austria Wien (Vienna)</b>	AUT
=100	(170)	<b>Espérance Sportive (Tunis)</b>	TUN
=100	(163)	<b>TSV Bayer 04 Leverkusen</b> 158th (2003) - 1979 - 2009, 1993, 1993	GER

Based on De Vries (2008)

**Table M: FIFA/Coca Cola World Rankings (April, 2010)**

<b>Ranking</b>	<b>Nation</b>
1	Brazil
2	Spain
3	Portugal
4	Netherlands
5	Italy
6	Germany
7	Argentina
8	England
9	Croatia
10	France
11	Russia
12	Greece
13	Egypt
14	USA
15	Chile
16	Serbia
17	Mexico
18	Uruguay
19	Cameroon
20	Nigeria
20	Australia
22	Norway
23	Slovenia
24	Israel
25	Ukraine
26	Switzerland
27	Côte d'Ivoire
28	Romania
29	Czech Republic
30	Paraguay
31	Algeria
32	Ghana
33	Turkey
34	Colombia
35	Denmark
36	Ecuador
37	Sweden
38	Slovakia
39	Bulgaria
40	Honduras
41	Gabon
42	Costa Rica
43	Republic of Ireland
44	Scotland
45	Japan

46	Latvia
47	Korea Republic
48	Lithuania
49	Venezuela
50	Finland
51	Bosnia-Herzegovina
52	Burkina Faso
53	Peru
54	Mali
55	Tunisia
56	Hungary
57	Northern Ireland
58	Poland
59	Benin
60	Iran
61	FYR Macedonia
62	Belgium
63	Canada
64	Austria
65	Montenegro
66	Saudi Arabia
67	Bolivia
68	Cyprus
69	Bahrain
70	Morocco
71	Zambia
71	El Salvador
73	Togo
74	Uganda
75	Wales
76	Panama
77	Senegal
78	New Zealand
79	Jamaica
80	Albania
81	Belarus
82	Malawi
82	Iraq
84	Moldova
85	China
85	Angola
87	Haiti
87	Guinea
89	Mozambique
90	South Africa
91	Iceland
91	Trinidad & Tobago
93	Gambia

94	Uzbekistan
95	Qatar
96	Kuwait
97	Oman
98	Syria
99	Armenia
100	United Arab Emirates

\*Adapted from FIFA world rankings (FIFA website, accessed 12/1/10)

**Table N: Management and key staff at Premiership clubs (2009-2010)**

<b>Club</b>	<b>Name</b>	<b>Role</b>	<b>Nationality</b>
Arsenal	Arsene Wenger	Coach	FRA
	Pat Rice	Assistant manager	ENG
	Boro Primovac	1 <sup>st</sup> team coach	CRO
	Ivan Gazidis	DF/SD	USA
		* Rest of staff - UK	
Aston Villa	Martin O’Niell	Manager	NIR
		* Rest of staff - UK	
Birmingham City	Alex McLeish	Manager	SCO
		* Rest of staff - UK	
Blackburn Rovers	Sam Allardyce	Manager	ENG
		* Rest of staff - UK	
Bolton Wanderers	Owen Coyle	Manager	SCO
		* Rest of staff - UK	
Burnley	Brian Laws	Coach	ENG
		* Rest of staff - UK	
Chelsea	Carlo Ancellotti	Coach	ITA
	Ray Wilkins	Assistant manager	ENG
	Bruno Demichelli	Assistant manager	FRA
	Michael Emenolo	DF/SD	NGA
		* Rest of staff - UK	
Everton	David Moyes	Manager	SCO
		* Rest of staff - UK	
Fulham	Roy Hodgson	Manager	ENG
		* Rest of staff - UK	
Hull City	Ian Dowie	Caretaker coach	NIR
		* Rest of staff - UK	
Liverpool	Rafael Benitez	Coach	SPA
	Sammy Lee	Assistant Manager	ENG
	Mauriccio Pelegrini	1 <sup>st</sup> Team coach	ARG
	John McMahon	Dev. coach	ENG
	Eduardo Garcia	Fitness coach	SPA
	Paco de Miguel	Fitness coach	SPA
	Gonzalo Rodrigues	Fitness coach	SPA
	Xavi Valero	GK coach	SPA
	Antonio Perez	GK coach	SPA
	Eduardo Maria	Chief scout	SPA
	Ivan Ortega	Sp. Therapist	SPA
	Felix Fernandez	Sp. Therapist	SPA
	Rodolfo Borrell	Academy coach	SPA
		* Rest of staff - UK	
Manchester City	Roberto Mancini	Coach	ITA
	Brian Kidd	Assistant manager	ENG
	David Platt	1 <sup>st</sup> team coach	ENG
	Fausto Salsano	1 <sup>st</sup> team coach	ITA
	Massimo Botara	GK coach	ITA

	Attilio Lombardi	Chief scout	ITA
	Ivan Carminati	Fitness coach	ITA
		* Rest of staff - UK	
Manchester United	Alex Ferguson	Manager	SCO
	Mike Phelan	Assistant manager	ENG
	Rene Meulenstein	1 <sup>st</sup> team coach	BEL
	Ole-G Solskjaer	Dev. coach	NOR
		* Rest of staff - UK	
Portsmouth	Avram Grant	Coach -was SD/DF	ISR
		* Rest of staff - UK	
Stoke City	Tony Pulis	Manager	ENG
		* Rest of staff - UK	
Sunderland	Steve Bruce	Manager	ENG
		* Rest of staff - UK	
Tottenham	Harry Redknapp	Manager	ENG
	Damien Comelli	DF/SD	ITA
		* Rest of staff - UK	
West Ham	Gianfranco Zola	Coach	ITA
	Steve Clarke	Assistant manager	ENG
	Gianluca Nani	DF/SD	ITA
		* Rest of staff - UK	
Wigan Athletic	Roberto Martinez	Coach	SPA
	Graeme Jones	Assistant manager	ENG
	Inaki Bergara	GK coach	SPA
	Oscar Brail	1 <sup>st</sup> team/fitness	SPA
		* Rest of staff - UK	
Wolves	Mick McCarthy	Manager	ENG/IRE
		* Rest of staff - UK	
England	Fabio Capello	Coach	ITA
	Franco Baldini	Assistant manager	ITA
	Stuart Pearce	Assistant coach	ENG
	Italo Galbiati	Assistant coach	ITA
	Franco Tancredi	GK coach	ITA
	Massimo Neri	Fitness coach	ITA
		* Rest of staff - UK	