


Coaching Programme



AEFCA Symposium  
October 2009, Belarus

Coaching Programme

## FINDING FÀBREGAS




### Thoughts on Player Development

Presentation by Andy Roxburgh, UEFA Technical Director

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## WHAT IS THE AIM OF PLAYER DEVELOPMENT?



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## THE AIM



*To produce the next generation of top players for the club or the association.*

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## ELITE YOUTH DEVELOPMENT


Can we develop players who are good enough to wear the Jersey?



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## WHY IS ELITE YOUTH FOOTBALL IMPORTANT?




Investment (Time / Money / Expertise) In the Future

- A player's Career
- A Team's Success

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## ELITE YOUTH DEVELOPMENT PROGRAMME



**KEY QUESTIONS**

- Chance or Design?
- Job or Game?
- Build or Buy?

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**ICING**

**FRUIT**

**BASE**

**3. TOP-LEVEL**

**2. ELITE YOUTH**

**1. GRASSROOTS**


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## THE PLAYER DEVELOPMENT PROCESS

—————

### A CHALLENGE



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## THE TALENT PROCESS



- Identify Talent
- Attract Talent
- Develop Talent
- Manage Talent
- Motivate Talent
- Keep Talent
- Use Talent
- Maintain Talent

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**It Takes Talent to Develop Talent**

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**The Player Development Process**

Like a jigsaw puzzle – The individual pieces make up the **BIG PICTURE**



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**Ernesto Sanchez Gomez**  
**« ERNESTO »**  
**05.03.1982**  
**Spain and Real Madrid**

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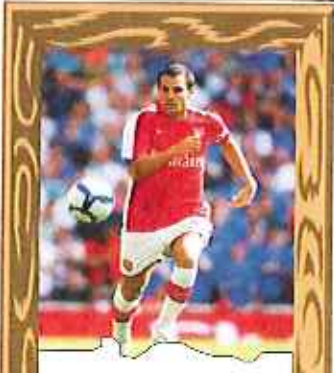
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**A TOP PLAYER**

- Character
- Work Ethic
- Talent
- Athleticism



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**1. PHILOSOPHY**

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**PHILOSOPHY**


What is your philosophy of

- Football?
- Player Development?



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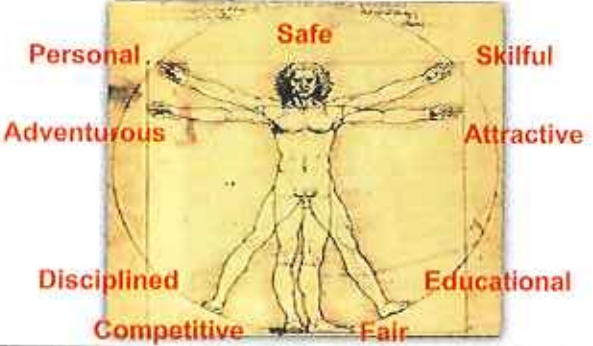
*"You must love the game and want to share with the players a certain way of life, a way of seeing football."*

Arsène Wenger

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**A Youth Football Philosophy**

Youth Football Should Be:



Personal Safe Skilful  
Adventurous Attractive  
Disciplined Educational  
Competitive Fair

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**SAFETY**



**GOALS / EQUIPMENT / METHODS /  
CONDITIONS / CHILD PROTECTION**

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*"As usual, I was less concerned with results than with adding to the boys' education."*

Juan Santisteban  
Ex National Youth Coach, Spain

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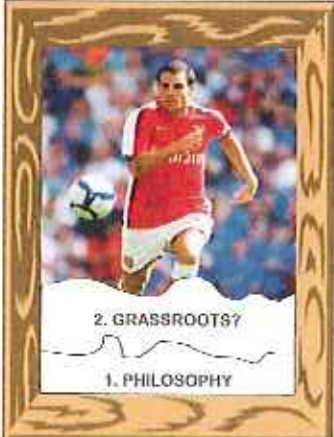
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**Barça Academy  
(The Culture)**




- Work / Family Ethic
- Fast Technique
- Athleticism / Speed
- Tactical Philosophy
- Humility

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2. GRASSROOTS?  
1. PHILOSOPHY

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**Do you have a grassroots environment which is conducive to the development of players?**

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## WHAT IS GRASSROOTS FOOTBALL?



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## GRASSROOTS FOOTBALL?




**All Football which is Non-Professional / Non-Elite is part of Grassroots Football**

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## CHILDREN'S FOOTBALL?



**PRIMARY SCHOOL AGE (up to 12 years)**

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<b>CHILDREN'S</b>	<b>FOOTBALL</b>
<i>Personal Development</i>	<i>Player Development</i>
<i>Health</i>	<i>Fitness</i>
<i>Social Skills</i>	<i>Technical Skills</i>
<i>Opportunity</i>	<i>Performance</i>

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## CHILDREN'S WORLD TODAY



**MORE:**

- Technology
- Obesity
- Dangers
- Boredom
- Distractions

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## CHILDREN'S WORLD TODAY




**LESS:**

- Play
- Freedom
- Time
- Simplicity
- Guidance

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***"You have to get the practice ethic into kids as early as you can."***

**Sir Alex Ferguson**

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## Children's Football



- Small-Sided Games
- No Mismatching
- Constant Repetition
- Self Sufficiency
- Joy and Imagination

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## PHASES OF DEVELOPMENT

AGE	PHASE	PERIOD
16+	FINAL PHASE	FULFILMENT
13-16	FORMATION PHASE	COMMITMENT
9-12	FOUNDATION PHASE	ROMANCE
UP TO 8	FUN PHASE	ATTRACTION

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## FALL-OUT PHASE (TEENAGE YEARS)

- Parental Pressure
- Peer Group Influence
- Other Attractions
- Injuries
- Lack of Success
- Over / Underplay
- Poor Coaching



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## FOUNDATION PHASE (9-12 years)



**AIMS**


- BALL MASTERY
- READING THE GAME
- UNDERSTANDING BASIC PRINCIPLES
- SPEED/CO-ORDINATION

(THE GOLDEN AGE OF LEARNING)

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**"Children don't have time for themselves, to spend with friends, just playing, practising and learning."**



Sir Alex Ferguson

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**Marcello Lippi**



**"Children's lives are far more complicated than ours were. Of course, they play a lot less football than we did."**

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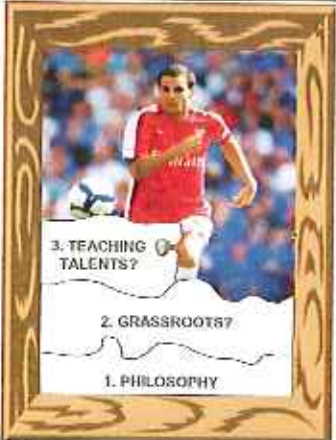
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**What can you do for football?**



**What can football do for you?**

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3. TEACHING TALENTS?

2. GRASSROOTS?

1. PHILOSOPHY

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**When teaching talents, what are the goals and the key components in the process?**

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**Player Development – Goals**




1. Love of the Game
2. Mastery of the Ball
3. Football Intelligence
4. Competitive Spirit
5. Football Attitude
6. Self-Reliance
7. Work Ethic
8. Healthy Life Style
9. Mental Toughness
10. Team Understanding
11. Good Coaching

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**“Young players who have technical flaws at 16 years old will find it hard to catch up.”**

Gérard Houllier




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**“Clubs are focussing too much on spirit and will to win, and are neglecting the technical education of the players. They don't teach them to think any more. As well as being technically good, you also have to be able to think – and think ahead – if you want to cope at top level.”**

Morten Olsen



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**Player Development (The House Metaphor)**


18+      Mental      The Emphasis

16-18      Tactical

12-16      Physical (11 x 11)

5-12      Technical (Basic Principles)

(No Roof – The rain gets in)




Arsène Wenger

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**“The focus of youth development in the future will be tactical training and personality development.”**


Louis Van Gaal



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**Mental Training**




- Emotional Stability
- Stress Management
- Concentration
- Rebound Mentality
- Group Dynamics
- Self-Awareness

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**1. A Winning Mentality**  
**The ABC of a Winning Mind**



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## ATTITUDE



- Determination
- Emotional Stability
- Competitiveness
- PRIDE
- Optimism
- Ambition

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## BEHAVIOUR



- Habits
- Discipline
- Concentration
- Cooperation
- Resilience

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## CONFIDENCE



- Self Belief
- Trust
- Self Reliance
- Ability
- Success

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## REALISING POTENTIAL

- **START YOUNG**  
(TIME / BIOLOGICAL EFFECT)
- **TEN YEAR RULE**
- **SELF-MOTIVATION**
- **GOOD GUIDANCE**
- **STRUCTURE / INFRASTRUCTURE**




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## DEVELOPING POTENTIAL

- **DELIBERATE PRACTICE**
- **TEACHER HELP**
- **SUPPORTING ENVIRONMENT**
- **REPETITION**
- **CONCENTRATION**
- **SERIOUS FUN**



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*"There are very few natural footballers in the world. Most are produced by practice and you can see that in what the Brazilians do."*


Sir Alex Ferguson

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**"Talent is not enough – you need desire and intelligence."**



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**"Before Eric we trained, after Eric we practiced."**

Sir Alex Ferguson

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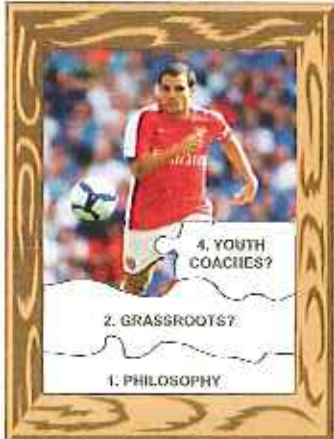
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**"My greatest gift was my ability to read the game."**



Michel Platini

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4. YOUTH COACHES?

2. GRASSROOTS?

1. PHILOSOPHY

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**TYPES OF COACH**

1. CHILDREN'S COACH (Football Teacher)
2. YOUTH COACH (Football Developer)
3. ADULT COACH (Football Manager)



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**As a Developer of Players:**



1. Transmit your Passion
2. Feel at Home
3. Know Football
4. The Greatest Teacher – The Game

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## As a Developer of Players:



5. Appreciate the Process
6. Live your Philosophy
7. Give – Don't Take

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## The Youth Coach Top Ten Qualities




1. Honest
2. Open
3. Passionate
4. Energetic
5. Organised

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## The Youth Coach Top Ten Qualities



6. Patient
7. Practical
8. Knowledgeable
9. Demanding
10. Young at Heart

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**“We take great care at this club to make sure that our young players keep their feet on the ground.”**

Sir Alex Ferguson

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## Forms of Feedback

- Expectation
- Praise
- Information
- Coaching
- Silence/Criticism



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## Coaching Methods

1. Direct Teaching
2. Guided Discovery (Narrow)
3. Problem Solving (Broad)
4. Learner Initiated
5. Free Play




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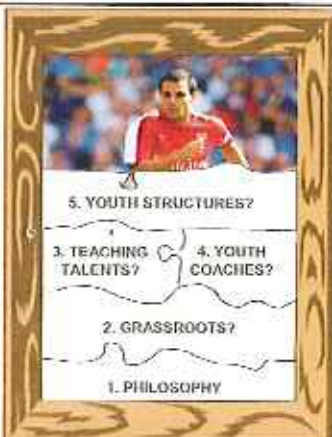
## Training Methods

*"I take a global approach – the game is the best coach. Drilling is necessary for set plays, defensive organisation and for positional play."*

Arsène Wenger



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5. YOUTH STRUCTURES?


3. TEACHING TALENTS? 4. YOUTH COACHES?

2. GRASSROOTS?

1. PHILOSOPHY

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## Youth Structures




What conditions are necessary for developing top players?

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## Developing Leaders



*"Three things help you to develop as a player – the coach, colleagues (other players), and the level of competition."*

Paulo Sousa

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## CONDITIONS

- Appropriate Competitions
- Good Facilities
- Medical Team
- Specialist Support
- Guidance Group
- Quality Team-mates
- Equipment / Transport



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## CONDITIONS

- Governing Body Rules
- Talented Coaches (age specific expertise)
- Financial Investment
- Effective Administration
- Compensation System



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## Player Development = Wine Production

Players like wine...

- ... Mature slowly
- ... Require Protection
- ... Need good conditions
- ... Command Respect
- ... Must have order
- ... Depend on experts



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6. THE BRIDGE?

5. YOUTH STRUCTURES?


3. TEACHING TALENTS? 4. YOUTH COACHES?

2. GRASSROOTS?

1. PHILOSOPHY

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## How do talents become top performers?



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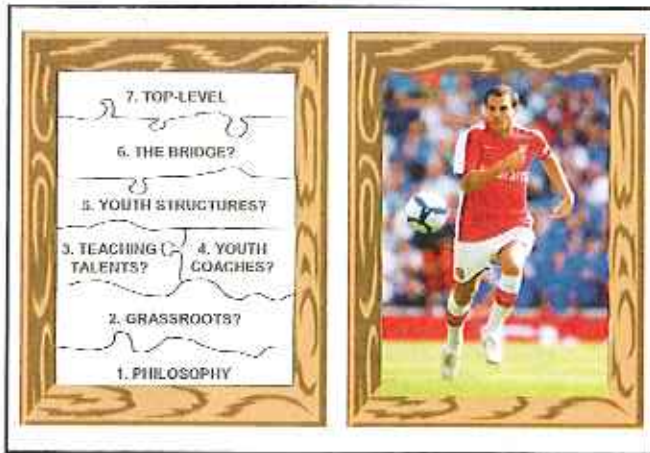
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## The Bridge

- U21s
- or
- Reserves
- or
- Loan System
- or
- "A" Squad?



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**KEY QUESTION**

Which technical aspects are increasing / decreasing in top-level football today?

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**TECHNICAL TRENDS**  
... on the increase

- Short-Passing Game
- Fast Combinations
- Effective Counters
- Screening Players
- Match Intensity
- One Striker
- Defending 4/5/1
- Attacking 4/3/3 (4/2/3/1)

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**TECHNICAL TRENDS**  
... on the increase

- Tactical Flexibility
- M/Front Attackers
- Late Goals
- Long Diagonals
- Technical Quality
- Wing Variations
- Individual Influence

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**COUNTERS**

*"The speed of the transition play is much quicker today and most counters involve a group of 4 or 5 players flooding forward."*

Sir Alex Ferguson

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*"The quick transition is the most important aspect – quickly restructuring to defend, or exploiting the opponent with speed when the ball is regained."*

José Mourinho

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## THE COUNTER KEY ELEMENT



- Transition Speed
- Immediate Forward Action (passing or running with the ball)
- Willingness to Support
- Explosive Running
- Quick Ball Speed
- Minimum Number of Passes
- Swift Solutions (i.e. opportunities)
- Fast Finishing

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## COUNTER / FAST BREAK GOALS

(From Open Play)

EURO 2008	46%
UCL 2007/2008	30%
UCL 2008/2009	27%



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## TECHNICAL TRENDS

... on the decrease



- Space / Time
- Aerial Play
- Man Markers
- Defenders on the Posts
- Set Play Goals
- Goals from Long-Range
- Offside Decisions
- Advanced Pressing

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## TECHNICAL TRENDS

... on the decrease

- Long-ball Game
- Traditional Wingers
- Rigid 4/4/2
- Comebacks (1st goal lost)
- M/F Orchestrators
- Surprise Tactics (free-kicks)
- Risk Taking



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**“Wingers left, but they are coming back again.”**

Henk ten Cate

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**“The game has become faster, more technical, and will continue to do so.”**



Arsène Wenger

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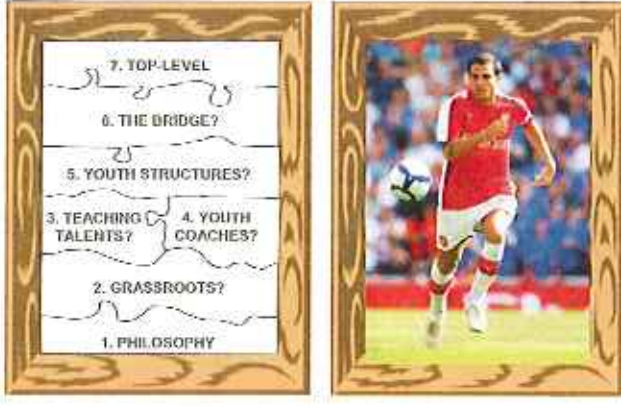
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## FUTURE FOOTBALL

- MARRIAGE OF SPEED/SKILL
- CREATIVITY
- PERSONALITY
- GAME APPRECIATION
- FOOTBALL ATHLETICISM



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7. TOP-LEVEL

6. THE BRIDGE?


5. YOUTH STRUCTURES?

3. TEACHING TALENTS? 4. YOUTH COACHES?

2. GRASSROOTS?

1. PHILOSOPHY

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### What is the secret of success in player development?

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"David Beckham is Britain's finest striker of a ball not because of God-given talent, but because he practises with a relentless application that the vast majority of less gifted players wouldn't contemplate?"




Sir Alex Ferguson

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## PRACTICE MAKES PLAYERS



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## THE COACH & THE TALENT




- Spot it (scout)
- Encourage it (motivate)
- Develop it (coach)
- Protect it (guard)
- Use it (select)

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## THE AIM



*To produce the next generation of top players for the club or the association.*

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## ELITE YOUTH DEVELOPMENT

Can we develop players who are good enough to wear the Jersey?



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## It Takes Talent to Develop Talent

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## FINDING FÀBREGAS




### Thoughts on Player Development

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