Levels of representation in leadership and coaching in football in Europe: some key research findings [presentation]

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Levels of representation in leadership and coaching in football in Europe

Some key research findings

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1. Levels of representation in leadership and coaching

Key headline findings

- **95.8%** of all senior governance positions held by white men (elite clubs, national leagues, national federations, UEFA)

- **87.7%** of all senior administration positions held by white men (elite clubs, national leagues, national federations, UEFA)

- **98.1%** of all senior coaching positions held by white men (elite clubs, national federations)

- **Total sample group = 4,608** (governance 2,195, administration 1,741, coaching 672)
2. Explaining under-representation in leadership and coaching

Key constraining factors

1. Education and training
   ▪ Limited access to and negative experiences of relevant training and qualifications

2. Inequitable networks (rather than qualifications) based process of recruitment
   ▪ Recruitment from dominant (white, male) social and cultural networks

3. Racial and gender stereotypes
   ▪ Perceptions of lack of skills, experience and competence, unsuitability, uncertainty and risk

4. Lack of understanding and commitment to change
   ▪ Problem awareness, non-acknowledgement, culture of resistance to ‘open-up’ to diversity

5. Inequality of opportunities, outcomes and lack of role models
   ▪ Experiences of discrimination (1-4), reduced aspirations and drop out from industry (lost talent)
3. Addressing under-representation in leadership and coaching

Moving forwards

1. Recognise the link between under-representation and institutional discrimination
   - From equality of opportunities to equality of outcomes (creating chances versus scoring goals)

2. Collecting data on levels of representation
   - Moving from speculation to evidence (whose in and whose out)
   - Establishing base line data to measure progress over time

3. Educating the games key power brokers
   - What constitutes and what is the impact of institutional discrimination
   - What are the benefits of racial and gender diversity in the workplace

4. Implementing positive actions measures
   - Exploring models of best practice, e.g., IOC, NFF, NBA, KIO-ES, Rooney Rule
   - Target setting, quotas, selection, co-option, committee expansion, etc.