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

This item was submitted to Loughborough University’s Institutional Repository by the/an author.

Citation: BRADBURY, S., 2014. Levels of representation in leadership and coaching in football in Europe: some key research findings [presentation]. UEFA Respecting Diversity Conference, Rome, Italy, 10th-11th September 2014

Metadata Record: https://dspace.lboro.ac.uk/2134/24423

Version: Accepted for publication

Rights: This work is made available according to the conditions of the Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0) licence. Full details of this licence are available at: https://creativecommons.org/licenses/by-nc-nd/4.0/

Please cite the published version.
Levels of representation in leadership and coaching in football in Europe

Some key research findings

Dr Steven Bradbury (UK)

Dr Jacco Van Sterkenburg (Netherlands)
Professor Patrick Mignon (France)
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.