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

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AM (Accepted Manuscript)

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# **Levels of representation in leadership and coaching in football in Europe**

## **Some key research findings**

**Dr Steven Bradbury (UK)**

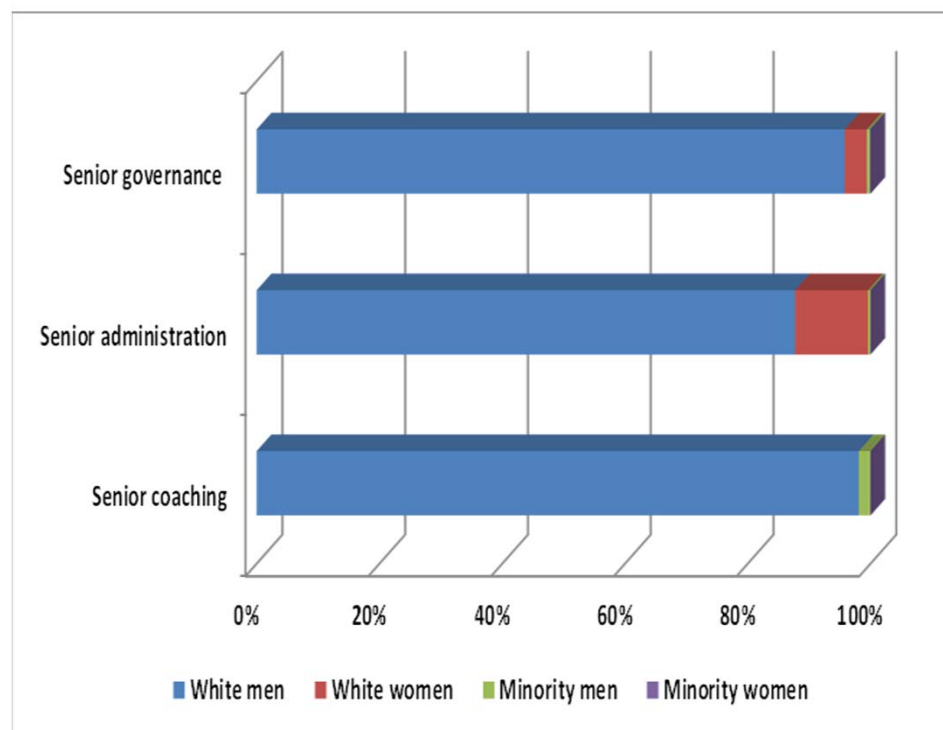
**Dr Jacco Van Sterkenburg (Netherlands)**

**Professor Patrick Mignon (France)**

## 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.