

Global Leadership in Team Sports

An Explorative Study of Global Head Coaches of Football

Master Thesis

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Abstract

The research activity described in this master thesis focus on global leadership in team sport. Football head coaches working or who have worked in the globalised Big Five leagues of England, France, Germany, Spain and Italy are investigated. These leagues are host to players, staff, executives, fandoms and head coaches from around the globe. Sport in general is posed as a valid platform to investigate global leadership. Elite and globalised clubs in association football are further posed the archetype of global sport. Head coaches at the helm of the on-field and off-field teams are hypothesised as global leaders, due to their squad, staff and networks of global nature and the span of their influence on individuals around the globe.

It is proposed that investigations of the leadership in this setting can usefully contribute to insights on global leadership. The research activity follow an exploratory purpose resulting from a gap found in the literature review. The research design framework is a first sequential loop of Ground Theory methodology with the aim to identify useful hypotheses for future theoretical sampling. Secondary data was gathered and analysed qualitatively. The data stems from the public domain and statements from interviews, commentaries, biographies, and conferences on or by the head coaches. The theoretical framework of the presented research covers the personal traits and attributes of the investigated individuals.

Findings both overlap and contrast with findings from other global leadership research activities. The differences were identified in properties of the global sport business such as constant public attention. Based on the findings from the purposive sampling and acknowledging applicable limitations on the findings, hypotheses for theoretical sampling are proposed. Theoretical sampling is the next step in the workflow of the Grounded Theory methodology used for this study.

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Dedication

To Andreas, Daniel, Elisa, Ksenia, Larisa, Manar, Manuel, Marija, Markus, Michael, Olga, Paula, Philipp, Saurabh, Thomas, Tyler and Verónica – FHV's IML Pioneer Class 2018, and a genuine global crew who inspired this thesis.

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Abbreviations

AC	Associazione Calcistica
ANOC	Association of National Olympic Committees
CBAS	Coaching Behaviour Assessment System
CF	Club de Fútbol
CLT	Culturally Endorsed (Implicit) Leadership Theory
CONMEBOL	Confederação Sul-Americana de Futebol/Confederacion Sudamericana de Fútbol
EPL	English Premier League
EU	European Union
FC	Football Club, Fútbol Club, Futebol Clube
FIFA	Fédération Internationale de Football Association
GLOBE	Global Leadership and Organizational Behavior Effectiveness
GSO	Global Sport Organisation
ICC	Intercultural Communication Competence
ILT	Implicit Leadership Theory
IOC	International Olympic Committee
LBDQ	Leadership Behaviour Descriptor Questionnaire
LSS	Leadership Scale for Sport
LPC	Least Preferred Co-Worker
MLQ	Multifactor Leadership Questionnaire
MLS	Major League Soccer
MML	Multidimensional Model of Leadership (Behaviour)
MNC	Multinational Corporation
NBA	National Basketball Association
NCAA	National Collegiate Athletic Association

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RCBRF	Revised Coaching Behaviour Recording Form
SDG	Sustainable Development Goal
SFD	Sport-For-Development
UEFA	Union Européenne de Football Association
UK	United Kingdom
UN	United Nations
USA	United States of America
WADA	World Anti-Doping Authority
WHO	World Health Organization
WTO	World Trade Organization

1. Starting Point

Fridays For Future, Multinational Companies (MNCs), pandemics' management, the United Nations with its specialised agencies, political internationals such as the defunct Communist International (Comintern) or the Global Greens, the World Health Organization (WHO), the World Trade Organisation (WTO), etc.: Each of them were/are global and intercultural at their very core. For example, the normal environment for MNCs is international and intercultural: Either because merchandises have always been traded from one part of the Earth to another. Over time, technologies of transportation and/or communication have gradually brought remote places and people closer to one another. The ensuing consequence is the globalisation of different aspects of human lives, eventually leading to organisations such as the aforementioned examples. The global reality pertains economy, geo-politics and diplomacy, leisure, etc. From a more actual standpoint, globalisation manifests itself in socio-political challenges, as the 17 Sustainable Development Goals (SDGs) set by the General Assembly of the United Nations suggest [www.un.org, 2015].

1.1 *Zeitgeist*: Requirements for Global Leaders and Global Leadership

Global undertakings presuppose and require an appropriate form of leadership [Jacobs et al., 2019] along the entire path of implementation to a successful achievement. This call is in-line with the emerging concept of global leadership.

The concept of global leadership is often seen as an evolution of *traditional* (also *local* or *domestic*) leadership. Its emergence was brought about by the advent of the economic, demographic, financial, political, environmental, and informational globalisation from the last decade of the 20th Century into the beginning of the 21st Century [International Monetary Fund, 2008]. Consequently, global leadership as a field of research is at an early stage of exploration, investigation and development, awaiting more dedication and contribution from researchers.

1.2 Sport, Naturally Global

Sport as evolution of ludic activities and for entertainment, sport as a vector for growth and development, sport as a didactic mean, sport as a societal, diplomatic and not rarely political platform, sport as key sector of economy, sport as a remedy, sport as expression of traditions and rituals, ... The enumeration of the multiple aspects and purposes of sport may extend certainly and endlessly. Another certainty is that sport, whether individual or team, is anthropologically relevant [Blanchard, 2000], and has always been omnipresent - practiced everywhere and anywhere across the globe and arguably at any time in the history of mankind (cf. [Tylor, 1880]). Sport is a global phenomenon.

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Similar to the different areas mentioned at the beginning of Chapter 1, sport and sporting disciplines are organised in and governed by private institutions: World Rugby, World Athletics, the World Anti-Doping Authority (WADA), the Fédération Internationale de Football Association (FIFA), the Association of National Olympic Committees (ANOC) gathered and recognised by the International Olympic Committee (IOC), to name a few. As of December 2020, World Athletics register the highest members count with 214 countries, states, nations associations/federations - FIFA have 211, the IOC 206, the UN 193 [www.worldathletics.org, n. y.; FIFA.com, n. y.-b; www.olympic.org, n. y.; www.un.org, n. y.]. Global Sports Organisations (GSOs, cf. [Forster, 2006]) are global with respect to their personnel and their structure, and relative to domains of action and spheres of influence. Their leading figures, at different levels and in various functions, are *de facto* global leaders.

The global nature of sport shows in the tournament venues, events media coverage, marketing, influence and fandom as attested by the following examples:

- Over the course of four weeks, the worldwide audience for television broadcast of the 2016 Summer Olympic Games in Rio de Janeiro, Brazil, was estimated at 3.6 billion viewers [Statista.com, 2016], a stable figure since the previous edition (London, England) which gathered viewers from “over 220 territories” [Sponsorship Intelligence, 2012, p. 3].
- During the four weeks of the tournament, FIFA World Cup 2018 in Russia has accumulated an estimate of 3.5 billion television and internet stream viewers from every continent, while the final alone attracted 1.12 billion viewers [FIFA.com, 2018]. Looking at the figures of Table 1, the measure of the viewers’ number is also evident on the monetary scale. The incomes from the sale of broadcasting rights have been the largest, and have tripled within a decade.

World Cup Income in US Dollar Millions	1999-2002	2003-2006	2007-2010
TV rights	991	1321	2408
Marketing	545	600	1072
Other (tickets, hospitality, licensing)	82	277	191
Non World Cup related income	167	186	219
World Cup revenues as percentage of total event income	90.60%	92.10%	94.40%
TV rights as percentage of total	55.50%	56.40%	61.90%
Total income	1785	2343	3890

Table 1: FIFA's Events Income 1999-2010
Source: Adapted from [Solberg; Gratton, 2014, p. 49]

- The final game of the 2014 Union of European Football Associations (UEFA) Champions League, a continental contest, was disputed between Club Atlético de Madrid and Real Madrid Club de Fútbol, both based in the Spanish capital. An estimated average of 165 millions viewers from 200 countries [UEFA.com, 2014a] had tuned in. On and along the field, the 41 protagonists (coaches, referees, players) originated from 13 different countries [UEFA.com, 2014c].

1.2.1 Football, *The Global Sport*

Basketball has remarkably gained in global popularity since the late 1980s: The competitive heights of the North American National Basket Association (NBA) and the worldwide broadcasting, the magic displayed at the 1992 Summer Olympic Games in Barcelona, the global superstars led by the Bryants, Duncans, James, Johnsons, Jordans, Mings, Nowitzkis... Yet, of all sport, football is arguably the archetype of global sport discipline [Aisch et al., 2017; Markovits; Rensmann, 2010, p. 86]. As previously noted, games and events are enjoying vertiginous audience figures from across the globe. FIFA register more country members than the UN or the IOC: In both members' count and event audiences, football is second only to multidisciplinary athletics¹. It is linked with global brands including FIFA World Cup, UEFA Champions League, Copa Libertadores, Seleção, River Plate, Real Madrid, Manchester United or AC Milan. Football also spawned long lasting global icons with the likes of David Beckham, Johan Crujff, Mia Hamm, Lionel Messi, Pelé, Ronaldo, George Weah, Zinedine Zidane, and perhaps the most global of all, transcending sport: Diego Armando Maradona, whose fame and influence in lifetime resonated even more with tributes and mourning across the globe following his passing amid a viral pandemic and afflicted by regional conflicts (cf. [FIFA.com, 2020; Powell, 2020; SkySports, 2020] for compilations of sample evidence).

Today's elite football clubs appear to be microcosms of the globalised world², ambitiously and proudly assembling players and coaches from around the globe. Not unlike other industries, football clubs cannot avoid internationalising to secure competitive advantages. Established practices such as scouting and recruiting do not only focus on talented players. Players with specific skills resulting from the tradition of their formative academy, and/or cultural interpretation and perception of the game are sought after. Famous examples are tactical orientation from Italy, creativity from Central or South America [Lanfranchi; Taylor, 2001, p. 69 ff., 191 ff., 200; Müller, 2009, p. 272–279], or *totaalvoetbal* from the Netherlands, that is an overall tactical awareness and adaptability requiring personality and technical versatility [Townsend, 2016]. Apart from athletic performance, financial goals or political background may be motives for football clubs' internationalisation:

- North American Major League Soccer (MLS) club's sourcing policy such as hiring matured and established stars like Franz Beckenbauer, Johann Crujff or Pelé in the late 1970s, and David Beckham, Zlatan Ibrahimovic or Kaká in the 2000s-2010s was to contribute to bigger popularity of the game, and to increase revenues³. Another notable example was the *Galácticos* policy at Real Madrid CF in the early 2000s, which consisted in signing and assembling superstars/award-winning players of the time⁴. This personnel policy allegedly contributed to make the club the 2000s wealthiest in

¹ Football is one of the olympic disciplines.

² Or rather "*glocalised*"?, cf. [Robertson, 2012].

³ Markovits and Rensmann (2010) dubbed this the "*Beckham effect*" [p. 37].

⁴ By the time of their signings, Luis Figo, Zinedine Zidane, Ronaldo, David Beckham, Michael Owen and Fabio Cannavaro were at least either FIFA World Cup winner, CONMEBOL Copa América winner, UEFA European Championship winner, UEFA Champions League winner, UEFA Cup winner, FIFA Player of the Year and/or France Football Ballon d'Or winner or nominee.

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the world [www.realmadrid.com, n. y.]. It undoubtedly contributed to more fame.

- MNCs may operate internationally with their brand (e.g. Red Bull football franchise or subsidiaries with a network currently composed of clubs in Bragantino and Campinas (both in Brazil), Leipzig (Germany), New York (USA), Salzburg (Austria) [Welbrig, 2019]), choose joint ventures (e.g. German club FC Schalke 04's Knappenschmiede Youth Academy in Kunshan, China [schalke04.de, 2020]), or institutional strategic partnership, e.g. Spain's professional league with the Ministry of Sport of Saudi Arabia and Saudi Arabian Football Federation [www.laliga.com, 2018; www.mos.gov.sa, 2018].
- (Lucrative) promotional campaigns, e.g. domestic Italian Supercoppa di Lega final game regularly played on extra-continental turfs: Libya (2002), United States of America (2003), China (2009, 2011, 2012), Qatar (2014, 2016) and Saudi Arabia (2018, 2019) [www.legaseriea.it, n. y.]
- Sponsorship of FC Barcelona by Qatar Foundation, then Qatar Airways (2011-2017) [www.fcbarcelona.com, 2017], or implicit state ownership of Paris Saint-Germain Football Club by the State of Qatar, and of Manchester City Football Club by the United Arab Emirates [Conn, 2016].

The elite of European professional football clubs possess other hallmarks of global organisations. Governing bodies on national, continental and global stages have gradually modified legislations to cater for this reality in the last 30 years. For example the re-admission of a single foreign player in Italian top flight league [Mariottini, 2019] was initiated at the beginning of the 1980s; two foreign players were allowed in each German Bundesliga team until 1992 [DFL.de, 2018]. With enforcement of the "*Bosman Ruling*" in European football [UEFA.com, 2014b], European clubs were given the freedom to sign an unlimited number of European citizens, later extend to any nationality. FIFA first unsuccessfully counteracted with the "6+5 rule" proposition to require a quorum of eligible players from the club's nation; UEFA then brought a legislation proposal that was eventually entered [FIFA.com, 2008; European Commission, 2008] and enforced for its members and competitions. The rule is aiming at fostering clubs' youth system and national homegrown players [UEFA.com, 2014b]. Some domestic leagues, associations/federations adopted their own regulations, still complying with UEFA and with the EU, e.g. the English and the German leagues (cf. [Premierleague.com, 2012; DFL.de, 2018]). For national teams and senior competitions, FIFA could enforce a more restrictive policy with respect to nationalities and to eligibility of players to represent a certain country [FIFA, 2019, p. 74 ff.; Samoura, 2020, p. 2]. These rules did not prevent multicultural national squads on country level, who often introducing themselves as such, or at least aware of that particular trait of their team. Prominent examples were France's winning side of the FIFA World Cup 1998, and more recently Germany's squad World Champions 2014 [Süddeutsche Zeitung, 2014; Thompson, 2015].

Football clubs are successful businesses as measured by the generated revenues. The respective evolutions of the revenues for clubs from the top-flight leagues from England,

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France, Germany and Spain⁵ are shown in Figure 1. The figure depicts the evolution of the revenues in each of the five leagues starting at the values in the box on the upper left side for the season 1996/97, when the relative standard deviation between the five leagues was 28.91%⁶, with a mean of 499 million euros. Coinciding with the beginning of the new millennium, the revenue in the English⁷ Premier League constantly and gradually took off from the rest, with an even more dramatic increase from the 2012/13 season onwards. The English Premier League revenues eventually soared up (5.85 billion euros) to exceed the aggregate revenues of third-placed German Bundesliga (3.34 billion euros) and fourth-placed Italian Serie A (2.49 billion euros), and a little more than the triple to fifth placed French Ligue 1. By the end of the 2018/19 season, the relative standard deviation between the Big Five revenues would attain 44.38 %⁸, with a new mean of 3.39 billion euros due to the hyperinflation in the English league. The overall slump for 2019/20 season is likely to be caused by the COVID-19 pandemic and related restrictions which was marred by interruption and delay of competitions, and cuts in ticket sales for stadium attendances. The Big Five still grossed an aggregate of 15.1 billion euros, compared to 16.96 billion euros for the previous season.

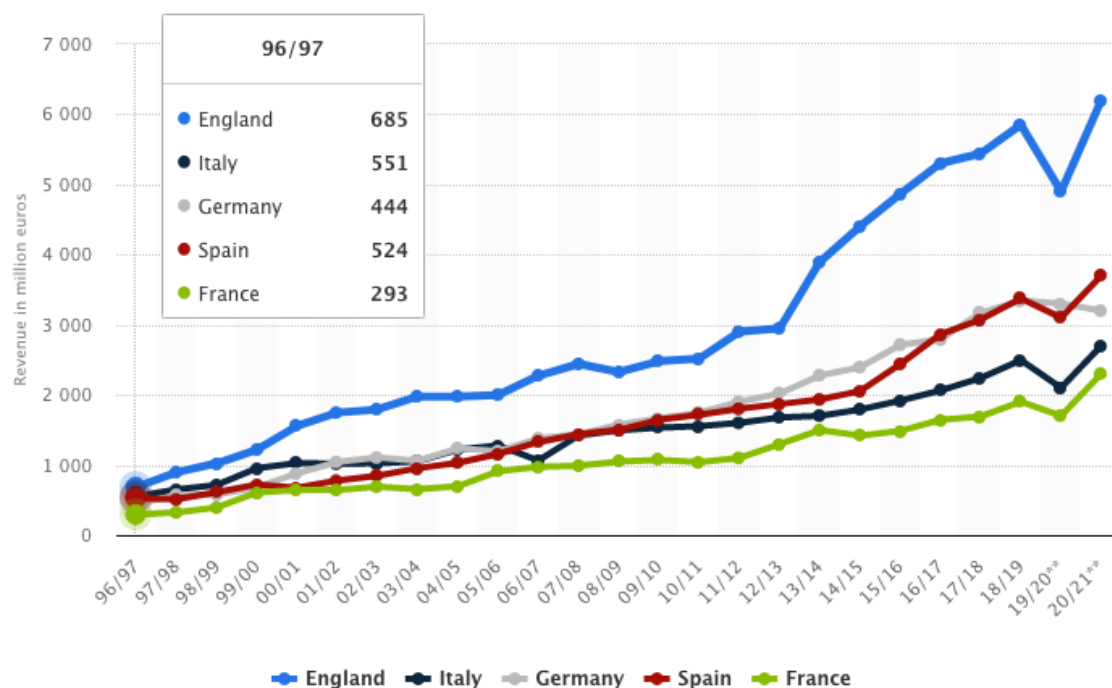


Figure 1: Revenues of the Big Five European Football Leagues from 1996 to 2021

Source: [Statista.com, 2020a; Data from Deloitte]

Note: ** Projected figures for the 2019/20 and 2020/21 seasons as of May 2020.

The top-20 European clubs alone, all issued from these leagues, contributed to more than a half (54.70%) with 9.28 billion euros [Statista.com, 2020b] – see Figure 2. Revenues signifi-

⁵ Dubbed the “Big Five” of European Football

⁶ Relative Standard Deviation = $100 \times (\text{Standard Deviation} / \text{Average})$, as a measure of dispersion

⁷ English and Welsh Premier League should be more accurate: Swansea City Association Football Club and Cardiff City Football Club each played at least a season and may qualify for the contest.

⁸ Highest relative standard deviation 48,34% for the 2016/17 season, with a mean of 2.93 billion euros.

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cantly vary across the different domestic leagues and for all three sources of income (match-day, commercial and broadcasting rights).

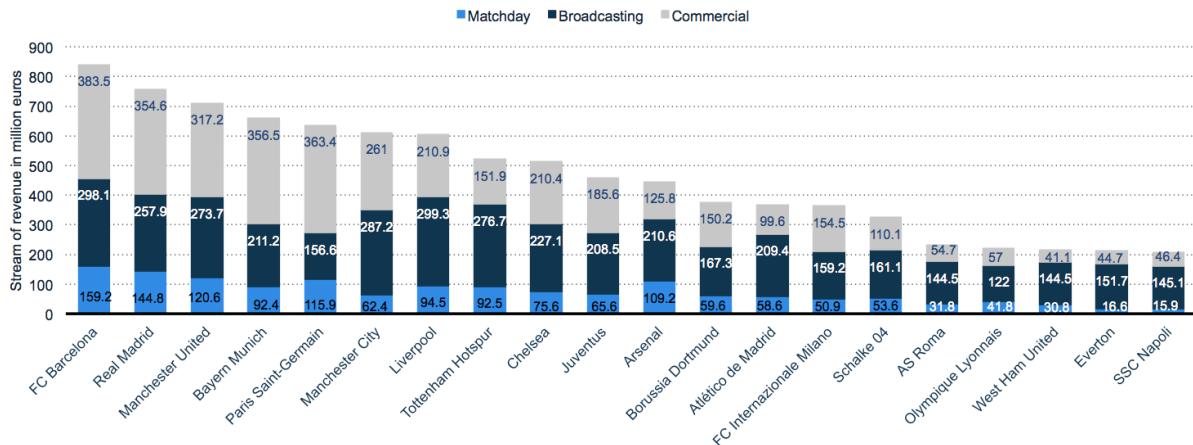


Figure 2: Top-20 European Football Clubs Revenues with Contributors Breakdown
Source: [Statista.com, 2020c; Data from Deloitte]

In the particular case of England, the fees from Asia alone made up for a third of revenues from the sales of overseas broadcasting rights during the 2019/20 season [Bassam, 2020]. This is partly due to the broad followership located in Asia since the marketing and commercialisation of images in the mid-1990s, and apparently also due to the fondness of Asian football fans for the spirit of the contest itself [Dove, 2013; Agence France-Press, 2013]. These overseas broadcasting fees are equally distributed to all Premier League clubs, regardless of their sporting achievement.

The English Premier League has also had the highest percentage of foreign players in their top-flight league since 1996, increasing from approximately 42% to steadily maintain above 60% since 2002, with nearly 70% of players in a squad being foreigners in 2019 [Maderer et al., 2014, p. 216; Poli et al., 2016, p. 7; Varmus et al., 2020, p. 5].

In terms of sporting achievements, the clubs listed in Figure 2 won almost all major national, continental and intercontinental contests of the last 20 years. Outside UEFA's elite clubs, only clubs from South America's CONMEBOL⁹ could achieve intercontinental successes¹⁰. Many of their players are, not unusually, signed by wealthier European competitors.

1.2.2 Elite Coaches in a Global Setting

The multifaceted aspects -and successes- reviewed in the previous sub-section imply outstanding leadership practices and standards - on, along and off the field. Reciprocally, leading under these premises is purported to comprise diverse and wide-ranging activities. As for the core business of coaches, sport psychology poses that they must be emotionally alert to inspire and motivate their players, in the words of [Jowett; Meek, 2000, p. 169] "*strike the*

⁹ Portuguese: **Confederação Sul-Americana de Futebol**/Spanish: **Confederación Sudamericana de Fútbol**

¹⁰Brazilian clubs Sport Club Corinthians Paulista (2000, 2012), São Paulo Futebol Clube (2005) and Sport Club Internacional (2006) [FIFA.com, n. y.-a]

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athlete's right chords at the right moment resulting in efficient and effective procedures during training and competitions."

Perry (2000) proposed a summary for the different roles and tasks for football coaches/managers¹¹ in the UK as listed in Table 2. Although the table was created twenty years before the creation of the present document, it is safe to say that the role and tasks have not diminished since. Rather, they are suspected to have extended and gained complexity. A valid inference from Table 2 is that coaching does not only involve emotional stimulation and relationship management; intellectual and physiological triggers are equally vital to performance. The obvious requirements for coaches lie in functional, tactical and physiological knowledge of and for the game. In addition to these competencies, mastery of negotiation tactics and confidence in boardrooms. In elite football, cultural awareness and savvy must arguably be playing a vital role in daily operations following the globalisation of their squads and staff, and not least of the rivalry.

Core Responsibilities	First team selection
	Method of play
	Assembly, maintenance of a playing squad
Prime Tasks	Club coaching policy
	Player discipline, fitness, preparation and well-being
	Player development
	Appointment of assistant staff
	Attendance at board meetings
Contributory Tasks	Media dealings
	Salary/contract of players
	Club scouting policy
	Club youth policy
	Preparing match program notes
	General public relations/sponsorship dealings

Table 2: Roles and Tasks of a Football Coach
Source: Adapted from [Perry, 2000, Table 1] as found in [Crust; Lawrence, 2006, p. 30]

The job of these individuals encompasses "*aspects of leader, father figure, coach, and psychologist roles.*" [Howard Wilkinson in Carson, 2013, p. x]¹². Adding to this, elite sport settings are "*dynamic and turbulent environments, both of which create a range of difficult scenarios for coaches.*" [Frawley et al., 2019, p. 100] In the domain of sport psychology,

¹¹The English designation varies from country to country. *Football manager* is the preferred terminology in the United Kingdom (UK), possibly because the duties and responsibilities "*extend beyond the role of coach*" [Crust; Lawrence, 2006, p. 28; 29], while *coach* or *head Coach* may be used in other English speaking countries (Australia, USA) [Carson, 2013, p. xi; Crust; Lawrence, 2006, p. 29]. Although the present document is written in British English spelling (not Oxford spelling), and, above all, in order to mitigate the fierce and on-going *leadership-management* debate and the influence(s) it may have on the present study, **coach** or **head coach** are the chosen and interchangeable descriptions for the remainder of this document when referring to the leading individual under scrutiny - except from quotes, e.g. [Crust; Lawrence, 2006; Carson, 2013; Ancelotti et al., 2017].

¹²Howard Wilkinson is a former English professional football player and coach, with 30 years of experience, including coaching the England national football team (caretaker), and as of 2020 and the chairman of the UK trade union of football coaches, the League Managers Association since May 2010. [leaguemanagers.com, n. y.]

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elite/expert/high-performance athletes may be defined according to following criteria as adapted from [Swann et al., 2015, p. 7–8]:

- “*Highest standard of performance*”: highest level, e.g. World Championships
- Achievements at that highest level, e.g. runner-up, gold medal
- Experience or longevity at that level, e.g. number of games played
- Competition level within the domain, e.g. bobsleigh contests probably fiercer in Austria than Jamaica
- Competition level within the sport nationally and globally

Borrowing these criteria and transferring them to environments such as at the Big Five European leagues, professional football is posed as a global elite/high-performance discipline, suitable and valid field of investigation for global leadership. By extension, applying the above criteria to those individuals coaching/leading the athletes and working at the very core of the industry, elite (head) coaches are proposed as global leaders.

1.3 Research Purpose, Question and Scope

The main objective of the proposed research is to investigate and elicit patterns of behaviour by sport managers, primarily in professional association football, in other words:

How does global leadership manifest in professional sports?

To answer the research question, the present study will consist in eliciting team sports coaches' leadership that are acting in a global setting, or whose actions have a (potential) global dimension as described in Section 1.2. In this industry, the sports coaches are likely to be the key influential and leading figures in the business since they constantly enjoy public attention, are confronted with their executive board, sometimes with their own players or player agents, and oddly are the first to be questioned and eventually sacked when things are not going well [Wenger 2008, @01m24s].

Consequently, data from and on the coaches themselves, from their staff members, players, opponents, entourage as well as peers, stakeholders and external observers are taken into consideration.

The present research will be conducted for exploratory purpose, since the research question lends to a descriptive character of the answer. Hypotheses from gathered shall be proposed as answers to the research question. The findings shall be synthesised and placed in the current landscape for the body of knowledge on global leadership.

1.4 Structure of the Document

The remainder chapters of the document are outlined hereafter.

Chapter 2 consists of a purposive review of literature, comprised of:

- Definitions and clarifications leadership: Section 2.1,
- Chronological depiction of traditional leadership research: Section 2.2,
- Progresses in cross-cultural leadership research: Section 2.3,
- First exploratory research on global leadership and first findings: Section 2.4,
- Leadership investigations and approaches sport area: Section 2.5,
- Summary of methodologies applied in reviewed literature: Section 2.6,
- Summary of the literature review and relating to research question: Section 2.7.

Chapter 3 is an outline of the research design with detailed:

- Description of suitable methodology in Section 3.1, including:
 - Definition of the methodological framework: Sub-section 3.1.1,
 - Framework of the research activity: Sub-section 3.1.2,
 - Sample definition: Sub-section 3.1.3;
- Description of the used methods in Section 3.2:
 - Identification of required data type, description of data collection strategy and technique, and data management practice: Sub-section 3.2.1,
 - Data analysis technique: Sub-section 3.2.2.
- Reporting the results from the data collection process: Section 3.3.

Chapter 4 reports of findings following application of the data analysis: Section.

Chapter 5 comprises critical reflections on:

- The findings with respect to the literature in Section 5.1 to 5.3
- Valid limitations to the research activity and the results: Section 5.4.

Chapter 6 is a summary of the research activities, the provided hypotheses regarding the research answers, before concluding with recommendations for future works.

2. Research on Leadership: Literature Review

This chapter provides a summary of reviewed publications on leadership. The aim of the review is to retrace and understand research that has constructed the current body of knowledge on leadership. The review took a historical perspective on the general evolution of research to the emergence and current status of global leadership.

Since academic research on leadership has considerably expanded in width, depth and in contents with subtle differences in the theorisations, concepts, the methodologies or the definitions and descriptions as well as taxonomies, cf. [Bass, 1990, p. 37–55; Yukl, 2013, p. 13–19; Dinh et al., 2014, p. 5], the following review has no pretention to be exhaustive. It rather aspires to compile the research trends and milestones in terms of concepts as well breakthroughs that eventually led to the conceptualisation of global leadership. The review will be useful to understand scholarly investigation on leadership, from methodological approach, variables, limitations, to findings and gaps identification. It will contribute to elaborate the conceptual framework for the present study (Section 3.1.2).

This chapter starts with reviews of traditional/local/domestic leadership research -for the remainder of this document: *traditional* leadership- (Section 2.2), followed by cross-cultural leadership (Section 2.3) as differentiated from or opposed to global leadership with a dedicated review in Section 2.4. To complete and anticipate the research question, review of literature on leadership from the field of sports also took place (Section 2.5). While each reviewed reference might not be included in the summary from section 2.2 to 2.5, they may be listed in Section 2.6, dedicated to conceptual frameworks and methodologies.

A limitation in the review is linked to the available and accessible sources. In particular, restrictions to academic libraries access during most of the year 2020 hindered review of potentially relevant literature available only in hard copy, and with no helpful data such as table of contents, abstract on World Wide Web platforms. Therefore, the majority of the sources were in electronic format. Another limitation is that, except for few exceptions, the reviewed material originates from publications in English language or under strong Anglo-Saxon influence. Either they were readily available and accessible, or time constraints did not allow more consultation of sources in other languages. This would change for data collection.

2.1 Leadership and Semantics

Leadership, in a nutshell and not necessarily in academic terms, is chiefly about influencing others and the self to a certain mean and/or end¹³. This is a process that may occur implicitly or intentionally. By assuming Thomas Hobbes' initial posit of human as being inherently, or at least coercively, social (cf. [Hobbes; Croke, 2013; D'Agostino et al., 2017]), influence in interactions appear to be unavoidable. The incommensurable fascination and attention, and not least polarising attitudes towards leadership over the ages and across societies, "*coter-*

¹³ My definition, distilled from literature review. Note that it does not imply effectiveness, nor failure.

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minous with the rise of civilization” [Bass, 1990, pp. 3-4; 20], are not surprising. Thus, seeing leadership as universally human is a step towards defining it. *Bass and Stogdill's Handbook of Leadership* (1990) curiously refrain from providing a definition of leadership. Instead, it offers meanings relating or attributed to leadership, concepts and numerous theories. When turning to other academic publications, one is faced with definitions – examples for a generic and a contextualised definition:

- “*the only definition of a leader is someone who has followers*”, Peter Drucker as quoted in [Glazer et al., 2013, p. 10].
- “*ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members.*” [House et al., 1996, p. 17–18], specified as *organisational leadership*.

Yukl (2013) observed: “*Most definitions of leadership reflect the assumption that it involves a process whereby intentional influence is exerted over other people to guide, structure, and facilitate activities and relationships in a group or organization. The numerous definitions of leadership appear to have little else in common.*” [p. 2]

Then there is the debate on leader-manager association or dissociation. An understanding that each is a standalone process is given, however overlap is undeniable, and there lies the controversy, e.g. Yukl (2013) asserts “*leadership is an important role requirement for managers and a job reason why managerial jobs exist.*” [Yukl, 2013, p. 6; 23] In the following, leadership will be essentially viewed as dissociated from management.

2.2 Revisiting Traditional Leadership Research

Scholars have abundantly investigated leadership, and more often than not *effective*¹⁴ leadership. A vast amount of investigations on leadership and the resulting leadership theories account for this¹⁵. For this reason, and in order to remain consistent with a line of thought of the main sources that guided the review, the categorisations of leadership studies by trait, behaviour, power-influence, situational and integrative approaches as in [Yukl, 2013] and, for global leadership, in [Mendenhall et al., 2018] will be used as main references.

Trait Approach

According official historical records, the first approach to understanding leadership was to look at exceptional fictional or historical subjects, those born to lead. The individual in questions were seen as *great men* [Carlyle, 1840, Lecture I], hence the label great man theory. Carlyle (1840) examined and presented his reflections on sample individuals from domains as diverse as religions/spiritualities (Odin [Lecture I], Muhammad [Lecture II]) or politics/military (Napoleon, [Lecture VI]) since they were leaders and believed to be most revela-

¹⁴There are also numerous propositions to define *effective leadership*. An incisive and intelligible reads: “*positive impact that individuals can have on group dynamics relative to a team objective.*” [Loehr, 2005, p. 155]

¹⁵James Burns, a pioneer on leadership studies in the 20th Century, must have had some educated overview: “*Leadership is one of the most observed and least understood phenomena on earth*” [Burns, 1978, p. 2].

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tory. Further development in this direction led to the traits theories, examining personal characteristics of leaders from most diverse populations, sometimes surprising (delinquent children [Ackerson, 1942]). By 1970, synthesis of broad data gained from various studies with various methods (e.g. observation, survey/questionnaire) and related to traits and leadership had been performed [Bass, 1990, p. 79 ff.], with meta-categories of traits relating to physical characteristics, social background, intelligence and ability personality, task-related characteristics and social characteristics [Bass, 1990, p. 80, Table 5.1]. The characteristics from these categories were believed to define or correlate with effective leadership.

Unfortunately, the approach to leadership studies appeared to be one-sided and narrow in perspective, and limited for prescriptive purposes. While traits may facilitate leading, they are not necessarily synonymous of effectiveness [Yukl, 2013, p. 137; 153]. Traits alone failed to satisfactorily explain the observed real dynamics because it can only uncover linear relationships. Also, measurement of traits may pose challenges to methodology since the number of studies and corresponding findings on traits more or less match each other [Bolden et al., 2003, p. 6]. Bass (1990) simply called the trait approach a “*dead-end*” [p. 511].

Nevertheless, personal traits of leaders have consistently remained in the focus of investigations for decades and, implicitly or explicitly, a feature of other conceptual frameworks. Later concepts such as the Five-Factor Model [Tupes; Christal, 1992- originally 1961] or Emotional Intelligence [Goleman, 2017]¹⁶ may be classified as trait approaches.

Behaviour Approach

To make up for the limitation of the conceptualisation exclusively assessing personal traits, the examination was geared towards leaders' behaviour. The intent was to elicit, analyse and infer from what individuals in a leading role factually *do* in and for the exercise of their function and role. Inventory of behaviours perceived as effective took place by using different methods, such as observations, but above all questionnaires [Yukl, 2013, p. 12]. The Leadership Behaviour Descriptive Questionnaire (LBDQ) was developed to this end and provides quantitative in-field data regarding a leader's observed behaviour, as perceived and rated by the respondent. The original version of the questionnaire addresses the interpersonal behaviours, expressed with the Consideration dimension, and the task-related behaviour, with the initiation of structure dimension. Update of the LBDQ followed¹⁷, as did many other leader behaviours measurement tools (see few examples in [Yukl et al., 2002, p. 17]).

Behaviours oriented towards task (goal accomplishment) and relationship (interaction and trust) stood out from this approach [Yukl, 2013, p. 50–51], later completed with change-oriented behaviour (facilitating innovation) [Ibid., p. 51-52]. As Yukl (2013) notes, it is difficult to establish a list of behaviours due to multiple and incongruent designations, categorisations and taxonomies encountered throughout the literature [p. 49]. Nonetheless, he and his colleagues proposed a hierarchical taxonomy of leadership behaviours. The behaviours from various studies and measurements between 1962 and 2002 were integrated in three meta-

¹⁶First published version in 2000 not found.

¹⁷For further details on the questionnaire and updates, see [Rodriguez, 2012].

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categories englobing earlier dimensions such as consideration and initiation of structure. These meta-categories are summarised in Table 3.

Task behaviour
Plan short-term activities
Clarify task objectives and role expectations
Monitor operations and performance
Relations behaviour
Provide support and encouragement
Provide recognition for achievements and contributions
Develop member skill and confidence
Consult with members when making decision
Empower members to take initiative in problem solving
Change behaviour
Monitor the external environment
Propose an innovative strategy or new vision
Encourage innovative thinking
Take risks to promote necessary changes

Table 3: Taxonomy of Leader Behaviours
Source: Adapted from [Yukl et al., 2002, p. 18; Table 1]

Further leadership behaviours of a task-oriented leader may include objective definition, task assignment relative to the objective, supervising or encourage reporting. In the example of relationship-orientation, leadership behaviour could be initiating structures or platforms of exchange, encouraging group tasks and require contribution from the followers.

By these hypothetical examples, one may note that the behaviours are not mutually exclusive. In terms of effectiveness, early findings from the 1960s suggested higher rating of task-oriented leadership behaviour, as required by the situation [Bass, 1990, p. 478]. Again, these new findings had contributed to enrich the studies and failed to explain the entire dynamics at hand [Yukl, 2013, p. 54], the causality of the leader's behaviour in the follower seems nearly impossible to ascertain [p. 55].

Situational Approach

The next evolution in conceptual studying leadership understood leaders as "*situational moderators*" [Bass, 1990, p. 563 ff.]. Fielder (1967) proposed the context or situational parameters (e.g. external environment, organisation structure) as additional independent variables to the research framework. This is also known as the contingency model of leadership [Bolden et al., 2003, p. 8]. The proposal holds that effectiveness of leadership and, for example traits or behaviours of those exercise it, are depending on the situation at hand. Looking at the case of a task-oriented leader that is likely to be effective in managing crisis, more calm waters would certainly require her/him to adapt: for example to mind more for group maintenance, thereby switching to a more relationship-oriented behaviour. Other situational parameters are the type of the industry or of the organisation or the position held in the hierarchical structure, all having an influence on the leadership behaviour [House et al., 2004; Yukl, 2013, p. 362]. This was preparing the emergence of contingency leadership theories, prominently represented by a model in which leadership style and follower's maturity are

correlated, the situational leadership by [Hersey; Blanchard, 1969] depicted in Figure 3. It features 4 different leadership styles that leaders may adopt relative to the encountered situation. For example, highly supporting behaviour and low directive behaviour is the model's recommendation with moderately matured followers; and high directive and low supportive behaviours with least developed followers for task accomplishment.

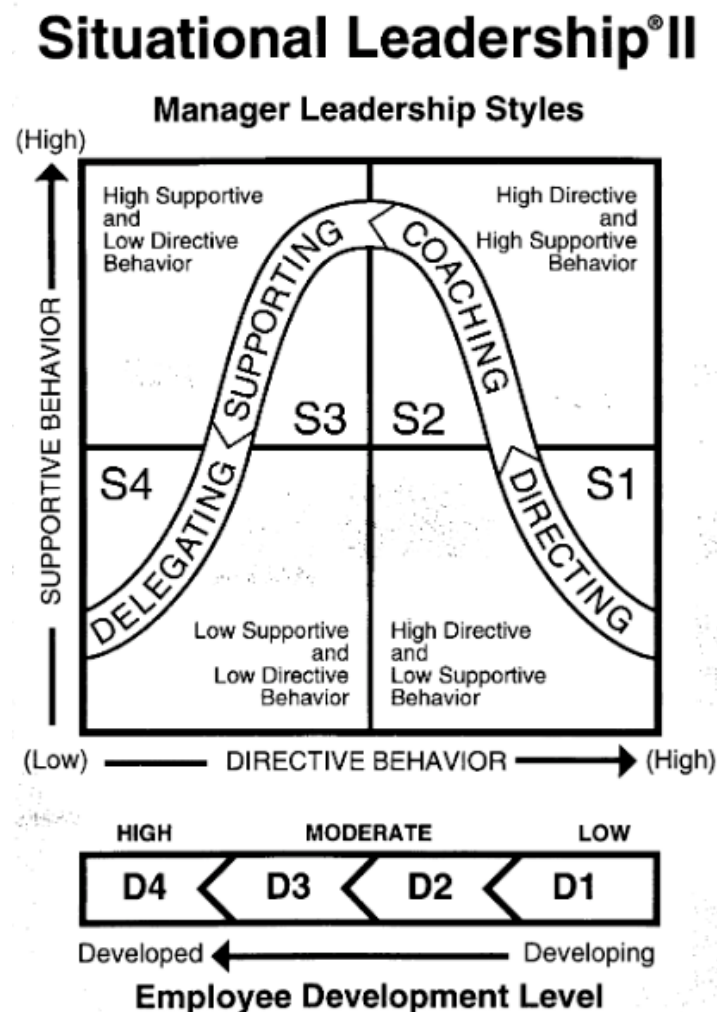


Figure 3: Depiction of Hersey-Blanchard's Model of Situational Leadership
Source: [Blanchard et al., 1993, p. 26, Figure 1]

This third approach took researchers past the stage of description, generation of theories and prediction/prescription proposals. It should be noted that, as investigations were advancing, theorisations with this conceptualisation were/are diverging and taxonomies tend to vary depending on the source. Situational theories and contingency theories are related to some extent, however a subtle distinction exist: Situational leadership theories such as in Hersey and Blanchard's (1969) hold that a leading person should adapt to the situation [Bass, 1990, p. 38]; contingency theories argue that the leader should be chosen to match the situation [ibid., p.47].

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Common to this type of theorisations is their failure to sufficiently predict and prescript empirical cases because “*conceptual weaknesses*”, rooted in shortcomings relative to causal effects and relational issues between (intricate) variables [Yukl, 2013, p. 173–174].

Power-Influence Approach

Another shortcoming of contingency theories is the negligence of the follower’s characteristics and influence in the process. Followers seem to affect their interaction with leaders based on their preconceptions of an ideal leader and perception of the leader’s actions [Bass, 1990, p. 375]. These preconceptions and perceptions are implicit meanings or senses mentioned with or ascribed to leaders, often described with power-influence - the birth of Implicit Leadership Theory (ILT) (cf. [Eden; Levitian, 1975]). In the power-influence concept, power and authority are examined from various aspects: where they come from, or how they were acquired or given or lost, under which boundary conditions and to which extent they are exercised, in which cases they overlap, their legitimacy, how they are perceived, etc. [Bass, 1990, p. 124 ff.; Yukl, 2013, p. 185 ff.].

Research dating back to the late 1970s and early 1980s focused on the role of power and influence as instrumented by leaders and as multi-directional actions and effects -including affecting leaders themselves or people outside the dyadic setting (e.g. influence on peer-leaders or on bigger group). Therefore, and since power from the person in charge only represents one aspect of a relationship, power is “*not synonymous with leadership*” [Bass, 1990, p. 251]. Authoritarian leadership style relying purely on structural premises, or participative leadership featuring the ideas of power distribution or empowerment, belong to this category. An example of power exertion with positive outcome are executives using their power and authority to their and the organisation’s benefit [McClelland; Burnham, 2003, p. 126]¹⁸.

The power-influence approach with multidirectional variables dramatically increased the level of complexity in comparison to the previously widespread approaches, more so because power and influence are dynamic parameters that may change over time or depending on the situation [Yukl, 2013, p. 216].

Integrative Approach

A further complexity is found in the integrative research approach, which combines and integrates variables from the trait, behaviour, situational and/or power-influence approaches to build a firm unit. Such a systemic construct does not the study the leader’s actions alone, nor with reactions from the followers as influenced by the situation or the limited skills of the leader – but potentially all together. Such an approach promises hardly quantifiable complexity, but also most meaningful insights. Examples of other leadership styles that were conceptualised with the integrative approach are complexity leadership (for fast mutating contexts), shared leadership (power distribution among a group of leaders) or distributive leadership (everyone assuming leadership relative to her/his domain), cf. [Jones et al., 2014; Tal; Gordon, 2016].

¹⁸ First release 1976 not be found.

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Taking the example of football, that is an intrinsically team/group-based setting, there are considerations from the literature that points to leadership not only occurring in a one-on-one or dyadic relationship but on integrated levels. Leadership may also expand to a greater scale, such as a group or team, or on multiple levels. Yukl (2013) calls this “*multilevel explanatory processes*” [p. 409 ff.] for which dyadic constructs are analogously valid to bigger groups. For instance, single person identifying with a leader translates first to collective identification with a group or team, and then as applicable to collective identification with the next encompassing levels. This construct may entail conflicts between individual values and targets and those of the organisation, or simply among individuals. The effective solution, that is for example the leadership behaviours, are likely to differ from the dyadic to the group, e.g. carefully measured group empowerment or decentralisation of authority. This integrative approach (Figure 4) primarily converges towards the leader behaviours that directly or indirectly influence the situation and the mediating variables (e.g. group or followers’ skills, commitment, trust). These two variables also influence directly and indirectly the leader behaviours.

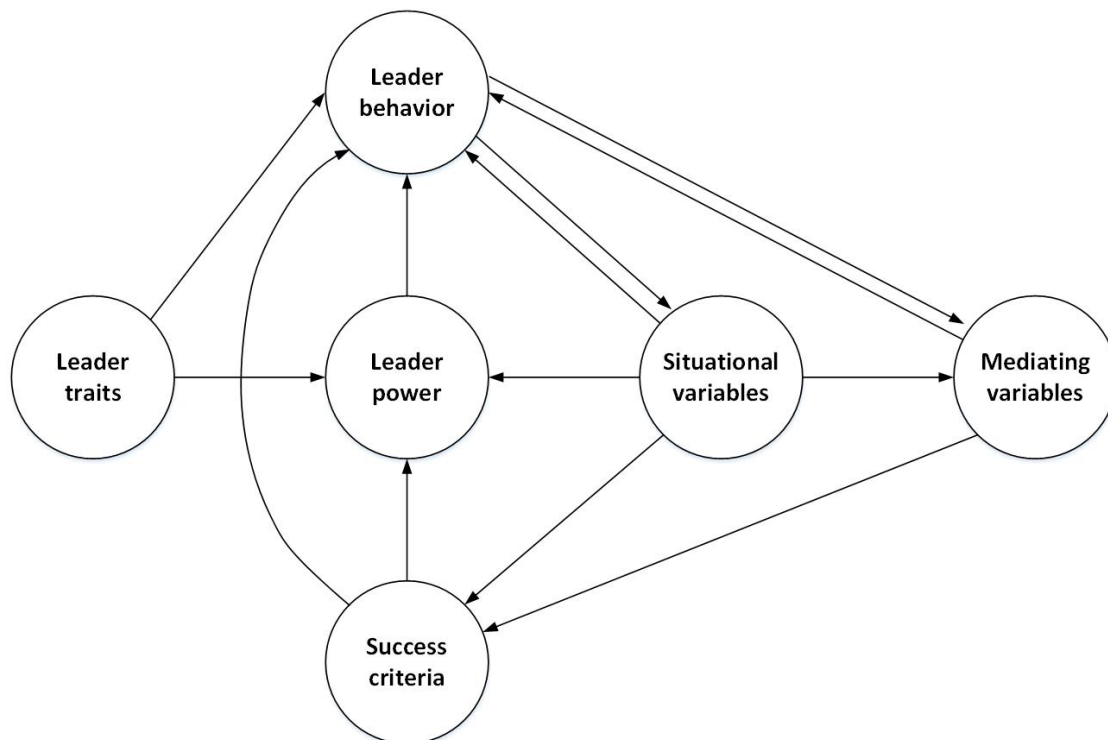


Figure 4: Integrating Conceptual Framework of Multiple-linkage Model
Source: Adapted from [Yukl, 2013, p. 416, Figure 16-1]

The situational variables have a direct influence on these six mediating variables. Mediating variables primarily defined at group level focus on six interactive aspects [Yukl, 2013, p. 168]:

- Task commitment from the members showing in ambition for high-performance and personal dedication.
- Ability and role clarity for all members with regard to their tasks definition and their possessing the skills required for their completion.
- Organisation of work within the group by implementation of strategies to maximise re-

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sources effectiveness.

- Cooperation and mutual trust shared by exchange and mutual support and group identification, for example shared mental models.
- Resources and support comprising necessary equipment and infrastructure and access to information, and assistance, as required.
- Coordination with external or internal groups, e.g. for tasks synchronisation.

Shared leadership with broad distribution of power amongst individuals in the group could find suitable platform in this environment. Shared leadership holds that interacting and collaborating individuals are leading each other reciprocally. Leading may also extend to multiple levels: horizontally, upwards, and downwards, and in a dynamic process [Pearce; Conger, 2003, p. 1]. Responsibility of each member is solicited in such a situation, which Yukl (2013) asserts to be beneficial for decisions quality and members satisfaction [p. 268]. However, he also notes that the effective behaviours for leading teams highly depend on the type of team and the success criteria [p. 272].

In the power-influence approach description, the example of the leaders's use of power in to contribute to growth is an indicator that the "power-influence" approach had set a trend that eventually became theorised as transformational leadership [Burns, 1978], or *charismatic* or *visionary* [Mendenhall et al., 2018, p. 8] or *inspirational* [Yukl, 2013, p. 53]. However, Yukl (2013) classifies these theories and styles of leadership as part of the integrative approach because different variables need to be combined or accumulated for their study [p. 20].

The formulation of the concept of charismatic leadership, with its later variations including visionary or heroic leadership, is primarily attributed to Max Weber [Yukl, 2013, p. 309]. "*Charismatic authorities*", as Weber initially designates them, are defined as extraordinary "*superhuman*" beings gifted with "*power and qualities*", citing prophets, healers and war heroes to illustrate his point [Weber, 1947, p. 358–359]. Followers ascribe charisma to a leader according to her/his abilities, traits and behaviours, and inspire/influence them to embrace and realise a vision or goal in a particular (troubled) situation [Bass, 1990, p. 184]. By referring to concrete historical examples and international studies, Yukl (2013) argues that charismatic leadership can be encountered in any setting, including culture or type of industry [pp. 315; 317]. He further insists that charismatic leadership may be effectively instrumented for both positive and negative ends [pp. 317-320].

Transformational/transactional leadership conceptual framework holds that leaders may engage with followers either with the intent to achieve a (limited or limiting) quantitative exchange (= transaction), or shaping a relationship and connection that enables elevation¹⁹. The resulting process "*converts followers into leaders and may convert leaders into moral agents*" ([Bass, 1990, p. 23]) and simultaneously transforming the organisation [Yukl, 2013, p. 329]. For Tal and Gordon (2016), transformational leadership is an upgrade of charismatic leadership "*with strong moral values*" [p. 260]. Crucial research findings and development of

¹⁹ For instance with respect to the levels of needs, cf. [Maslow, 1943].

the transformational leadership concept brought about the four dimensions for charismatic leadership, inspirational leadership, intellectual stimulation and individualized consideration [Bass, 1990, p. 54]. Transformational leadership's components are charisma/idealised influence, inspirational motivation, intellectual stimulation and individualised consideration of/towards followers [Bass, 1997, p. 133]. Dedicated measurement tools were developed, including the Multifactor Leadership Questionnaire (MLQ) covering behaviours of the leader and the corresponding perception on the follower's side. Measures of correlation with corresponding effectiveness is also featured in the MLQ [Bass, 1990, p. 202–204].

In practice, transformational leadership could be observed in behaviours such as teaching, delegating, empowering, and providing feedback, with a non-coercive power exertion and fitting into if not enriching the follower's value system and being empathetic, in situations that call for growth or change implementation or conflicts and barriers handling. Transformational leadership has been observed, applied and tested in various settings such as in the field of education, in the military, at banks, or at maintenance shops [Silins, 1994; Charbonneau et al., 2001, p. 1522]. Independent bibliometric counts classified studies on transformational leadership as the most frequent in academia [Tal; Gordon, 2016; Álvarez et al., 2016]. While transformational leadership is supposedly more effective than transactional leadership [Bass, 1990, p. 54], they may well be combined to boost ("*augment*") effectiveness [Bass, 1990, p. 220; Yukl, 2013, p. 322–323]. Judge and Piccolo (2004) go a step further and argue: "*transformational and transactional leadership are so highly related that it makes it difficult to separate their unique effects*" [p. 765]. Similar to charismatic leadership, transformational leadership could be encountered in any culture, with the difference that it is "*universally relevant for all types of situations*" [Yukl, 2013, pp. 329-330]. Unlike charismatic leadership, the influence process in the transformational leadership concept is devoid of a negative "*dark side of charisma*" [Hogan et al., 1990]. Bass (1990) concurs, asserting transformational leadership is the closest to an ideal leader describing a role model [p. 54]. Although he later relativised the universality of transformational/transactional leadership to be with respect to cultures [Bass, 1997], evidence from later studies confirms its worldwide distribution. However, the researchers argue that attitude or acceptance towards it vary with cultural norms and values (cf. [Leong; Fischer, 2011; Bealer; Bhanugopan, 2014]).

2.3 Culture as a Variable and Cross-cultural Leadership

Eden and Leviathan (1975) had set forth with their Implicit Leadership Theory that the followers' preconceptions and perceptions moderate leadership acceptance and effectiveness. Triandis (1963)²⁰ had already shown with a questionnaire that the expectations Greek and American students hold for higher jobs selection could overlap, yet also show towards differing criteria: for example, Greek human resource directors being noticeably less sensitive to competence and sex in their decision-making than their American counterparts [p. 94-95]. He

²⁰The results are insightful by scientific rigour and standards. The contents of the questionnaire as well as the measures and discussion of this survey are questionable in ethical and human terms because of the many "*biases*" of the time.

had hypothesised and eventually concluded that the differences were rooted in nationalities, ethnical features, ages, religion, etc. of the respondents and the sources' (fictional profiles of job applicants). This entails varying preconceptions and meanings ascribed to leaders/leadership relative to prevailing cultural reference, as described in the next sub-sections.

2.3.1 Culture: Semantics and Conceptualisations

The follower's preconceptions are rooted in her/his value systems, legacy, beliefs, intellectual or social backgrounds, personal biography, etc. On aggregate, for a larger and distinct group, these properties may sum up to a *culture*. Note that this is no attempt to assign a definition to culture. The literature is already very rich of definitions as a few examples attest:

- *"shared motives, values, beliefs, identities, and the interpretation or meaning of significant events that result from common experiences of members of collectives that are transmitted across generations."* [House et al., 2004, p. 15]
- *"more than just a set of values, consisting rather of both values and actual ways in which members of a culture go about dealing with their collective challenges."* [Javidan et al., 2006, p. 899]
- *"The collective programming of the mind which distinguishes the members of one human group from another²¹"* [Hofstede et al., 2010, p. 6]
- *"The Culture of a group can be defined as the accumulated shared learning of that group as it solves its problems of external adaptation and internal integration; which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, feel, and behave in relation to those problems. This accumulated learning is a pattern of system of beliefs, values, and behavioral norms that come to be taken for granted as basic assumptions and eventually drop out of awareness."* [Schein; Schein, 2016, p. 6]
- *"Noun: 1. (WAY OF LIFE) the way of life, especially the general customs and beliefs, of a particular group of people at a particular time. 2. (ART) music, art, theatre, literature, etc. 3. (GROWING) cells, tissues, organs, or organisms grown for scientific purposes, or the activity of breeding and keeping particular living things in order to get the substances they produce."* [Cambridge Dictionary, 2020]

The last bullet shows that the term has meaning(s) outside social sciences. As for the contents of the first four, the idea of "group/collective" and "member" is a striking commonality. Otherwise, lack of consensual definition is a hallmark of culture²². Similar to leadership (Section 2.1), it would not escape the scientists' ritual of conceptualising. For example, Hofstede et al. (2010) propose a visual representation of culture in an *onion model* - Figure 5. The

²¹"A group means a number of people in contact with each other. A category consists of people who, without necessarily having any contact, have something in common (e.g., all women managers, or all people born before 1940)." [Hofstede et al., 2010, p. 494] - Footnote to the quoted definition.

²²Some researchers reasonably avoid using the term as far as they can: „We eschew the use of the noun "culture" and substitute for it more precise terms that refer specifically to the cultural or subcultural units to which we refer." [House et al., 1996, p. 11]

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model was conceived in the corporate environment, yet it may be transferred to other groups like a nation. It depicts the different internal and external manifestations of culture. The layers are defined and chosen not only as a metaphor for their perception and meaning, but they also in terms of how deeply or strongly they are rooted.

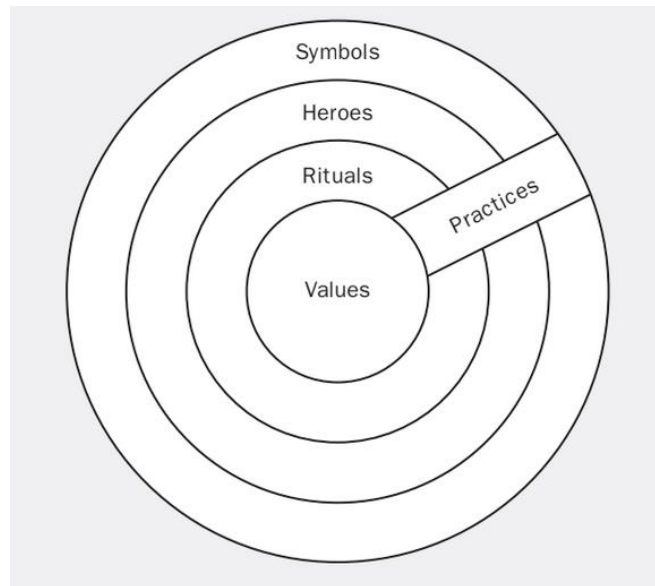


Figure 5: Hofstede's Onion Cultural Model
Source: [Hofstede et al., 2010, p. 8; Figure 1.2]

Accordingly, the symbols are those external and superficial aspects, rather susceptible to change (e.g. haircut or clothing colour in Goth subculture). The heroes stand for the ideal figures or role models for a broad mass (e.g. Roger Federer in Switzerland, Garibaldi for many Italians, James Bond for some Britons). The rituals are activities in which the members engage as a group because they ascribe a meaning to them, and because they create a sense of belonging (e.g. haka for Māoris, the Netherlands national teams playing football in a 4-3-3 tactical system by default, tea ceremony in China, Japan and UK). These three layers manifest in various practices, i.e. they permeate to outsiders without their necessarily grasp or conceive the foundation. In Hofstede's onion model, the foundations or underlying meanings for practices lie at the very core in values, intangible principles that bear an ethical character and impact cognitive and emotional processes translated into actions (e.g. hierarchical structures and respect thereof are values of Confucians, or belief in (one) deity for Muslims).

For the concept to be complete, meaningful measures are required, commonly called cultural dimensions. Bass (1990) recounts four such dimensions prior to the 1970s: traditionalism vs. modernity, particularism vs. universalism, idealism vs. pragmatism, and collectivism vs. individualism [pp. 772 ff.] Elaborating from this idea and own findings, Hofstede et al. (2010) currently define the six cultural dimensions in Table 4. These cultural dimensions reflect a value-based conceptualisation, therefore matching the cultural modelling. The assumption is that these cultural dimensions should manifest across all cultures, regions, territories or nations even though to altering extents. Following investigations, measured quantitative scores

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for distinct cultures can be leveraged to different ends, for instance informed comparison, strategic decision-making or staff training.

Cultural Dimension	Short Description
Power Distance Index	High score: Tolerance/acceptance for power distribution inequality Low score: Questioning unequal power distribution
Individualism versus Collectivism	High score: Priority for individual freedom, time, privacy, etc. Low score: Integration into a group, maintaining ties, e.g. family values
Masculinity-Femininity	High score: Assertiveness, competition-oriented, setting goals Low score: Modesty, consensus-oriented, care
Long-term Orientation versus Short-term Orientation	High score: Investing into the future, open to modernity Low score: Maintenance of traditions
Indulgence versus Restraint ²³	High score: Gratification/pleasure allowance Low score: Regulation of behaviours following norms, no gratification
Uncertainty Avoidance Index	High score: Aversion for risks, prevailing and observation of rules, etc. Low score: comfort with anxieties, pragmatic

Table 4: Hofstede's Cultural Dimensions (2010)
Source: [Hofstede et al., 2010]

Note that other conceptualisations of culture and cultural models are found in the (management) literature. For example: [Parsons; Shils, 1951], early proponents of value-orientation in their conceptualisation of culture had synthesised expressions of culture into dichotomies and influenced later concepts; the Chinese Value Survey (CVS) set out to define culturally meaningful values in an emic exercise [Chinese Culture Connection, 1987]; [Schwartz, 1992] on cultural values; [Hampden-Turner; Trompenaars, 1997] with their own cultural onion and set of cultural dimensions. However, and despite its flaws and the criticisms pertaining representativeness, reliability and validity, and even the foundation on values at the core of cultures²⁴ [Javidan et al., 2006; Taras, 2017], Hofstede's model and cultural dimensions were presented here because they remain most influential and prominent [Mc Sweeney, 2015, p. 1; Dickson et al., 2003, p. 736–747; Taras, 2017], catalysing advances in comparative management and cross-cultural leadership studies²⁵ [Yukl, 2013, p. 361]. For example, House et al. (1996) had recognised the contribution and work as “*seminal*” [p. 32]. The nine dimensions of societal culture later identified in the research programme Global Leadership and Organizations Behavior Effectiveness (GLOBE) addressed cultural values and cultural practices separately, but were related to Hofstede's cultural dimensions in their preconception [House et al., 2004, p. 13] and as the labelling of the some dimensions in Table 5 suggest.

The examples supporting the explanation of the onion model highlight that culture as shared values and their practical displays is not necessarily synonymous with national or territorial boundaries - posing the issue for “*unit of study*” [Bass, 1990, p. 762 ff.]. According to Ronen and Shenkar (1985), the aim of building cultural clusters is to facilitate identification, differentiation, analysis and summary for acceptable chunks. Also, cultural clustering should be prac-

²³Not featured in previous definitions of Hofstede's cultural dimensions [Hofstede, 1980, 1984].

²⁴Like Hofstede and later GLOBE, the aforementioned four sources share a conception of culture that revolves mainly around or stands on the ground of values. Some scientists have criticised this common foundation - sometimes in blistering fashion, advocate instead the inclusion of other parameters or take a look at culture from more than one standpoint, cf. [Taras; Steel, 2009; Mc Sweeney, 2015].

²⁵Research in the cross-cultural framework had started much earlier than the early 1980s, cf. [Moore, 1961]

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tical for decision-making. Of course, nuances within clusters and their potential implications are acknowledged [House et al., 1996, p. 13]. Various approaches to cultural clustering are found in the literature (from ethnographical to historical, religious, linguistic, climatic or economical grouping). Regional clustering integrating these approaches have since widely established, albeit with variations, e.g. [Ronen; Shenkar, 1985; House et al., 2004, p. 178 ff.]. An example of such clustering is shown in Figure 6, the meta-configuration for societal cultures from the GLOBE research programme. The layout and relative arrangement take account of the average distances and correlations between the clusters as measured by and expressed in cultural dimensions.

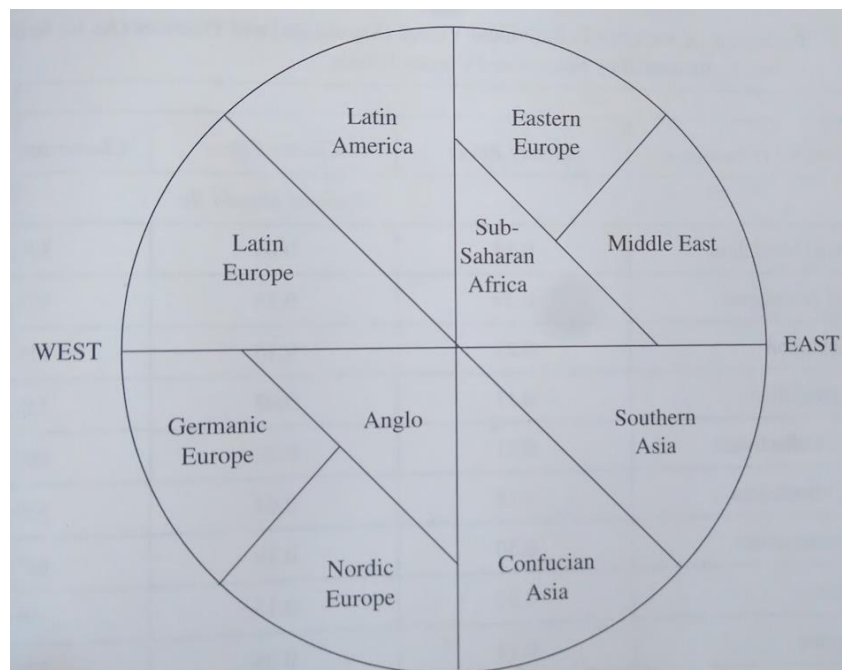


Figure 6: Meta-configuration for GLOBE Societal Clusters
Source: [House et al., 2004, p. 201; Figure 10.11]

Which connection with leadership? An answer could be in a quote by Bass (1990) that reads: *“the values, beliefs, norms, and ideals that are embedded in a culture affect the leadership behavior, goals and strategies of organizations”* [p. 772]. In other words, culture, as it is conceptualised by Hofstede et al. (2010), affects follower-leader relationships. For example, a country scoring high on Power Distance index would be rather inclined to expect and embrace autocratic and authoritarian styles of leadership. An expatriate woman from a culture scoring low on the same scale and assigned to a leading position in that country, that may belong to a remote cultural and geographical cluster, will be well advised to reflect on her usually appropriate effective democratic style, and also on the measure and consequences of the power and influence she will be granted and entrusted with. This scenario exemplifies changing from a culture to another. But values as an anchor, however well they are momentarily fixed, are not perpetual. Thus, a culture and the individuals identifying with it are not proofed against change [Kumar; Chhokar, 2012, p. 230]. Building on these ideas, there should be at least as many “leaderships” as “cultures”, and as many cultural changes.

Latest by the beginning of the 1990s, broad awareness and interest in research for leadership linked with culture had established among Western scholars. One catalyst setting this trend was of socio-economical and political nature: Internationalising companies were expanding further beyond usual geographical boundaries²⁶; evermore individuals from different cultures were building a new version of leader-follower pairing. The other catalysts were seminal works such as Hofstede's (1980).

2.3.2 Cross-cultural Leadership Research

In this sub-section, the tenets of cross-cultural leadership research are reviewed. Except for main insights from the completed phases of the GLOBE research programme, no findings from any specific study will be discussed. This is because the literature abounds with studies that, as of 2020 and on aggregate, have engaged in testing hypotheses for dealing with the correlations of leadership styles, models or theories and culture dimensions. For example, uncountable studies compare at least two countries/culture clusters for organisational leadership traits and behaviours that are accepted and effective, and then move on to the next comparison. Any hypothesis confirmed in a study would be refuted or expanded to other boundaries. It shall suffice to mention that empirical evidence has confirmed that accepted and effective leadership traits and behaviours are mediated by specific cultural attributes or values [Yukl, 2013, p. 365 ff.; Brodbeck; Eisenbeiss, 2014, p. 668]. Any attempt to distill a particular concept, model, finding into pattern in this document would be futile.

In their review of the works on cross-cultural leadership into the millennium transition, Dickson et al. (2003) reported leadership behaviours and practices as the primary objects under scrutiny. Almost twenty years later, this overall direction of the research was confirmed [Yukl, 2019, p. 371]. As for the type of cross-cultural leadership studies, they all follow at least one of the three hypothesis propositions²⁷ identified by [House et al., 2004, p. 64–65]:

- Cultural congruence: Leadership practice, acceptance and effectiveness dictated by prevailing cultural forces.
- Cultural difference: Additional and different inputs from external culture potentially enhance leadership effectiveness.
- (Near) universality: Accepted and effective leadership behaviours across different, if not all, societal cultural clusters.

The GLOBE research programme has been pursuing these three propositions by investigating corporate organisations²⁸. Amongst all cross-cultural management and leadership studies, it stands out for its monumental undertakings: It has assembled researchers and sample

²⁶China had gradually opened its borders and established Special Economic Zones to foreign companies. And foreign companies were on their way to Eastern European countries of the former Soviet block.

²⁷ These are the hypotheses directly linked to studying leadership within GLOBE. Three other subjects of interest put organisations and societal cultures in their focus [Chhokar et al., 2007, p. xxxi].

²⁸Food processing, financial services and telecommunications services in first two phases [House et al., 2004, p. 96–97; Chhokar et al., 2007, p. 121]

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populations from all clusters of Figure 6²⁹, in a coordinated and long-term effort - since 1995. One of GLOBE's proudest achievements is to have developed and validated their research questionnaires cross-culturally with multicultural researcher teams; bypassing the criticism related to emic/etic biases Hofstede's (1980) work and later updates are still suffering from³⁰. With such questionnaires, comparative analysis should be sound from a methodological standpoint³¹. In the first two phases of the research programme (2004 and 2007), GLOBE had sequentially developed and empirically validated nine cultural attributes (called cultural dimensions when quantified) defined by correlations between idealised/expected and practised values within each cluster, first within corporate organisations, and second within societal boundaries. The GLOBE cultural attributes/dimensions are summarised in Table 5.

Cultural Attributes	Short Description
Assertiveness	<i>"The degree to which individuals are (and should be) assertive, confrontational, and aggressive in their relationship with others."</i>
Future Orientation	<i>"The extent to which individuals engage (and should engage) in future-oriented behaviors such as planning, investing in the future, and delaying gratification."</i>
Gender Egalitarianism	<i>"The degree to which a collective minimizes (and should minimize) gender inequality."</i>
Humane Orientation	<i>"The degree to which a collective encourages and rewards (and should encourage and reward) individuals for being fair, altruistic, generous, caring, and kind to others."</i>
Institutional Collectivism	<i>"The degree to which organizational and societal institutional practices encourage and reward (and should encourage and reward) collective distribution of resources and collective action."</i>
In-Group Collectivism	<i>"The degree to which individuals express (and should express) pride, loyalty, and cohesiveness in their organizations or families."</i>
Performance Orientation	<i>"The degree to which a collective encourages and rewards (and should encourage and reward) group members for performance improvement and excellence."</i>
Power Distance	<i>"The degree to which members of a collective expect (and should expect) power to be distributed equally."</i>
Uncertainty Avoidance	<i>"The extent to which a society, organization, or group relies (and should rely) on social norms, rules, and procedures to alleviate unpredictability of future events. The greater the desire to avoid uncertainty, the more people seek orderliness, consistency, structure, formal procedures, and laws to cover situations in their daily lives."</i>

Table 5: Societal Culture Attributes by GLOBE

Source: Adapted from [House et al., 2014, Chap. 1, Sec. 'GLOBE Perspectives on Culture']³²

It is also during these first two phases of GLOBE that the Culturally Endorsed Implicit Leadership Theories (CLTs) were developed and validated. CLTs are the leadership attributes and behaviours scales to negatively or positively measure effectiveness. Similar to the cultural attributes, they were elaborated by considering both the practised and the expected attributes/behaviours among the respondents. CLTs comprise universally endorsed and refuted attributes that are called primary leadership dimensions, and dimensions of global leadership encountered across all clusters. These global leadership dimensions are listed and listed in Table 6 and ranked according highest scores of preference across samples.

²⁹ "(...) more than 160 countries in collaboration with more than 500 researchers." [www.globeproject.com, 2020].

³⁰This had prompted the commissioning of the CVS for China, developed by Chinese students. It also consisted in a comparison with and validation of Hofstede's then cultural dimensions [Chinese Culture Connection, 1987].

³¹Yukl (2013) noted that, still, cultural influences of respondents's are out of control [p. 362].

³²Medium is an ebook, page numbers vary depending on settings. Table, figure, chapter/section numbers do not.

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Global Leadership Dimensions	Primary Leadership Dimensions <i>Leadership Attributes</i>
I. Charismatic/Value-based leadership	Charismatic 1: Visionary <i>Foresight, Prepared, Anticipatory, Plans ahead</i>
	Charismatic 2: Inspirational <i>Enthusiastic, Positive, Morale booster, Morale arouser</i>
	Charismatic 3: Self-sacrificial <i>Risk taker, Self-sacrificial, Convincing</i>
	Integrity <i>Honest, Sincere, Just, Trustworthy</i>
	Decisive <i>Wilful, Decisive, Logical, Intuitive</i>
	Performance-oriented <i>Improvement-oriented, Excellence-oriented, Performance-oriented</i>
II. Team-oriented leadership	Team 1: Collaborative team orientation <i>Group-oriented, Collaborative, Loyal, Consultative</i>
	Team 2: Team integrator <i>Communicative, Team builder, Informed, Integrator</i>
	Diplomatic <i>Diplomatic, Worldly, Win-win problem solver, Effective bargainer</i>
	Malevolent (reverse scored) <i>Hostile, Dishonest, Vindictive, Irritable</i>
	Administratively competent <i>Orderly, Administratively skilled, Organized, Good administrator</i>
III. Participative leadership	Nonparticipative (reverse scored) <i>Autocratic, Dictatorial, Bossy, Elitist</i>
	Autocratic (reverse scored) <i>Individually oriented, Nondelegator, Micromanager, Nonegalitarian</i>
IV. Humane-oriented leadership	Modesty <i>Modest, Self-effacing, Patient</i>
	Humane oriented
V. Autonomous leadership	Autonomous <i>Individualistic, Independent, Autonomous, Unique</i>
VI. Self-protective leadership	Self-centered <i>Self-centered, Nonparticipative, Loner, Asocial</i>
	Status conscious <i>Status conscious, Class conscious</i>
	Internally competitive (formerly labeled <i>conflict inducer</i>) <i>Secretive, Normative, Intragroup competitor</i>
	Face-saver
	Bureaucratic (formerly labeled <i>procedural</i>) <i>Habitual, Procedural, Ritualistic, Formal</i>

Table 6: GLOBE Global and Primary Leadership Dimensions and Leadership Attributes
Source: Adapted from [House et al., 2014, Table 1.3]³²

Charismatic/value-based leadership has consistently ranked first as “*most desirable*” in all three phases of GLOBE, the second being “*desirable*”, and the third to fifth “*acceptable*” [House et al., 2004, p. xvii]. The preference for the last four of GLOBE’s global leadership dimensions varies across individual cultural clusters.

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The cultural attributes and the CLT dimensions have remained the same since Phase 1 of GLOBE. Next to the two labels' change noted in Table 6, the integrative theoretical model of Phase 1 in [House et al., 2004, p. 18, Figure 2.1] was modified for Phase 3 - see Figure 7.

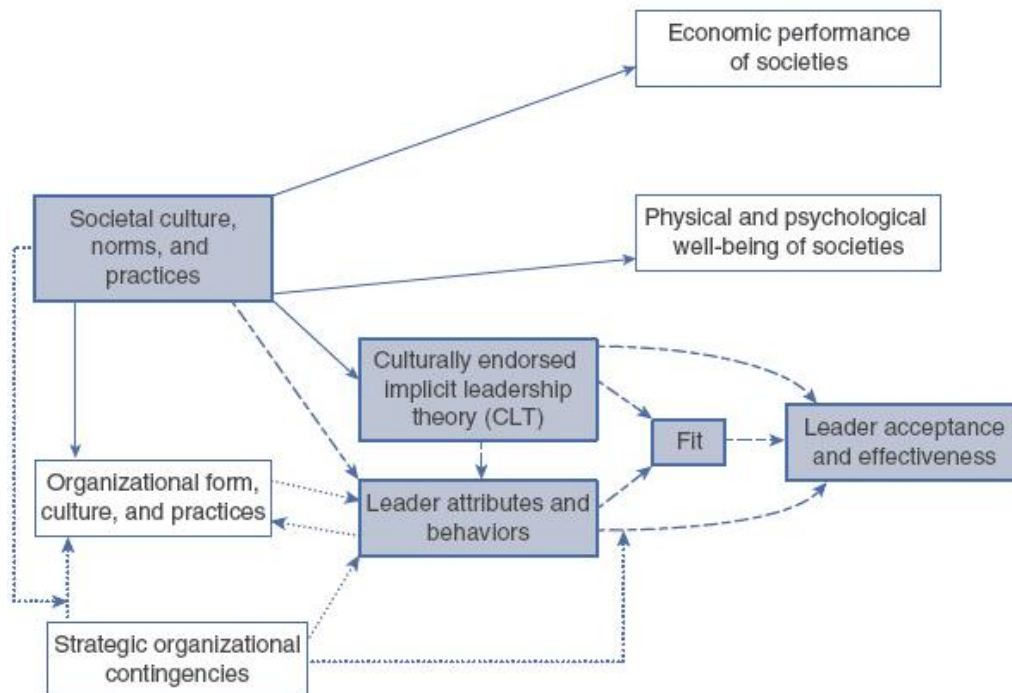


Figure 7: Modified GLOBE Theoretical Model (2013)
Source: [House et al., 2014, Figure 1.1]

The change was made with respect to “*Organizational form, culture, and practices*” no longer influencing “*Culturally endorsed implicit leadership theory (CLT)*”³³, and leadership acceptance and effectiveness no longer modelled as interacting separate variables. The solid lines represent the tested constructs from previous phases of the research programme [House et al., 2004; Chhokar et al., 2007], and the blue boxes represent the constructs that were under investigation and reported in [House et al., 2014]. The blue boxes are directly related to leadership, and Phase 3 assessed them with the following purposes and findings [House et al., 2014, Table 3.1]³²:

- Purpose 1: Influences of national culture on executive leadership processes. Finding: Leaders’ behaviours aligning with expectations in their country.
- Purpose 2: Relationship between expectations and leader behaviours. Findings: No direct effect of cultural values on leaders’ behaviours. Cultural values affect expectations, so only indirectly affecting leaders’ behaviours.
- Purpose 3: Relationship between leader behaviours and effectiveness. Findings: Only Charismatic/value-based, Team-oriented and Humane-oriented leadership behav-

³³This is surprising considering Hypothesis 4 of the first two phases, for which the authors asserted they, “clearly found that organizational values were more frequently predictive of leadership CLTs than societal values” [House et al., 2004, p. 708]. No explanation could be found during the preparation of the present document.

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aviours positively predict the criteria of effectiveness.

- Purpose 4: Identify most effective behaviours. Finding: Different patterns of behaviours between high-performing (superior) and underperforming (inferior) leaders.

The findings roughly confirm that a good fit or match between the CLTs and the leadership behaviour moderate the leadership effectiveness. However, the dashed arrow from “*Societal culture, norms, and practices*” to “*Leadership attributes and behaviours*” was not validated, only indirectly through the CLTs (Finding 2). It should be noted that the sample population consisted of senior executives Chief Executive Officers (CEOs) and Top Management (TMT), thereby excluding other levels of management as in the previous two phases.

2.3.3 Multicultural Teams

Cross-cultural research such as by GLOBE investigated each cultural cluster of societies isolated in their respective boundaries. Other studies focus on a conceptually distinct aspect of cultures and leadership: individuals from various cultural clusters collaborating and forming multicultural teams.

Research on multicultural teams addresses the challenges they entail, and the efficiencies promise they hold. The main promise lies in the multiplicity in perspectives, creativity, flexibility and attitudes multiple cultures offer, if properly synergised [Buckley et al., 2018, p. 574 ff.]. The myriad of investigations on the impact of multiple cultures in teams have mixed findings and are inconclusive, from positive to negative (e.g. [Gibson, 1999; Millhous, 1999]). Maderer et al. (2014) identified methodological shortcomings as a rationale for the mixed findings (e.g. variations in selected samples selection and sizes, or, on average, short existence of team by the time of study).

As the constructs of culture based on values described in the previous sub-sections of this chapter show, multicultural teams more often than not will be where diverging or even contradicting values, expectations and norms, working habits and behaviours, cognitive representations (e.g. time and space), and not least languages meet [Schein; Schein, 2016, p. 86]. In Millhous’ (1999) study, the strongest influences causing negative results were discussed as coming from outside the team. Finding a common ground for coexistence: *internal integration*” [Schneider et al., 2014, p. 207], is the first priority for multicultural teams. Bird and Mendenhall (2016) note that attention to cultures was necessary because shared values, not stiff managerial practices, were the answer to increasingly complex structures of international organisations between 1980 into the 2000s [p. 117]. The job requirements for a leader extend at least to communicative and diplomatic competencies.

From an organisational and managerial standpoint, Yukl (2013) proposes guidelines promoting diversities –including cultural diversity, with particular attention to “*encourage tolerance and appreciation*” as well as “*discourage intolerance and discrimination*” among the employees within the organisation [p. 377]. In practice, and to address these challenges in leadership development, focuses in corporate management have been traditionally laid on leader characteristics preparing them to multicultural teams, helping with their acquisition or en-

hancement, and their leveraging. Training programmes covering cultural awareness or language classes belong to this approach. They are provided to domestic staff, and also to expatriates, the individuals most susceptible to operate in multicultural environments [Schneider et al., 2014, p. 168; 186]. Expatriation was one early and still usual practice consisting in assignment of home-country staff abroad. The majority of the selected individuals had either proven domain specific competences, or voiced readiness for such assignments. Later, the selection of expatriates included further and more elaborated assessments for flexibility and adaptability, emotional characteristics, communication and decision-making skills [Buckley et al., 2018, p. 546]. However numerous “*expatriate failures*” that had brought little effectiveness at high cost were registered. For example the employees were not adapting and terminated the assignment prematurely [Ibid.]. Therefore, the authors rather advocate “*effective recruitment, training and acculturation of executives*” [p. 580].

In terms of acculturation, other scholars push for more travelling, because every other secondary source including training is the account from others’ and not as effective as own experiences [Schein; Schein, 2016, p. 82]. The power of experience is best confirmed by a personal transformational process observed among expatriates. Since the expatriation process represents a challenge, its mastery involves developing or acquiring skills and abilities such as increased cognitive complexity. Also, cross-cultural skills such as cultural sensitivity were part of the set required or enforced by the expatriate experience [Mendenhall et al., 2018, p. 33–34]. Cultural intelligence is another skill that may be defined in behavioural and cognitive dimensions, i.e. the ability to mentally and cognitively grasp characteristics of culture and their nuances and implication for operational purpose, but also useful to reflect on a single culture [Andresen; Bergdolt, 2017, pp. 188; 191]. Schneider et al. (2014) complete this definition of cultural intelligence with a “*motivational drive to adapt to a different cultural environment*” [p. 189]. It is a necessary pre-condition for cross-cultural learning because it also allows to reflect first on “*one’s own assumptions*” [Schein; Schein, 2016, p. 109].

Cultural intelligence differs from Intercultural Communication Competence (ICC), which in turn may be understood as an appropriate and effective leveraging of cultural intelligence in the field in a multicultural/intercultural environment, as opposed to unicultural environment in which interpersonal skills could suffice [Schneider et al., 2014, p. 189]. It is a rather challenging exercise to dress a complete list of ICCs. They are usually measured with understanding of various communication styles (e.g. low-context/high-context cultures –cf. [Hall, 1976], verbal/non-verbal), interaction rituals (e.g. greetings, coffee break), value orientations (e.g. see Table 5), conflict styles (e.g. avoiding, controlling) and cognitive styles (e.g. analytical, objective/subjective) [Mendenhall et al., 2018, p. 32]. However, linguistic skills or experiences in a foreign culture do not necessarily imply ICC [Buckley et al., 2018, p. 547; Mendenhall et al., 2018, p. 30]. On a global level, it means understanding the culture, situating it relative to other cultures, and relative to the context [p. 29].

Tightly linked and often confused with cultural intelligence is the construct of global mindset and the necessity for leaders and managers to possess or acquire it [Buckley et al., 2018, p. 579]. Distinguishing it from cultural mindset, Andresen and Bergdolt (2017) see global mindset as the attributes and cognitive representations of an individual that cater for sound stra-

tegic assessments across any type of borders and nations – see more details in Sub-section 2.4.2. Global mindset has been a focus of research, latest since studies on MNCs have proliferated, cf. [Black et al., 1999; Brake, 1997; McCall; Hollenbeck, 2002]. It has emerged from the studies as a common feature of global managers, global explorers or global leaders.

2.4 Start and Advances in Global Leadership Research

Global leadership could be seen as one of many evolutions of traditional leadership. They share similarities in contents and challenges, which are sometimes hard to discern from one another. Most, if not all, of the reviewed scholarly literature on global leadership dates back from or points to the early 1990s as a reference point, unsurprisingly since it coincides with the official advent of business globalisation (cf. [Bird; Mendenhall, 2016]). More specifically, and from a researchers' perspective, Mendenhall et al. (2018) see global leadership in the legacy of studies and findings from "*Intercultural Communication Competence (communicating appropriately and effectively with diverse cultures)*, *Expatriation (working abroad)*, *Global Management (managing across national borders)* and *Comparative Leadership (national indigenous leadership styles)*." [p. 28]

Intercultural communication competences, expatriation and comparative leadership³⁴ were discussed in the previous section. Global management studies came about with the internationalisation of business, and with the further expansion of MNCs operations. Perhaps except for intercultural communication competences, the three other disciplines were and are clearly set in the corporate business environment. This is a further similarity with traditional leadership: A vast majority of the documented studies focused on global leadership/management.

2.4.1 Semantic Debate and Conceptual and Methodological Approaches

Global leadership inherited the definition problem from traditional leadership (Section 2.1): Not only for *leadership*, the understanding of *global* as well– let alone combined. There are numerous attempts to defined the "global" in "global leadership" (cf. [Mendenhall et al., 2012]). Mendeall et al. (2012) voiced their scepticism about solving the semantic debate and attributed it to "*little attention*", and thus, no consultation within in the field [p. 495]. The authors elaborated a proposal for a conceptual framework that is comprised of three dimensions of global: complexity (generic context), presence (spatial-temporal) and flow (dynamic/non-linear relations). They accompanied the framework with their definition of global leader: "*An individual who inspires a group of people to willingly pursue a positive vision in an effectively organized fashion while fostering individual and collective growth in a context characterized by significant levels of complexity, flow and presence.*" [p. 500] This is a sound definition, intelligible and a useful working basis – so are others, taken individually.

³⁴Description of cross-cultural leadership studies when comparison of leadership theories applicability in different cultures or looking at countries' specific leadership to compare them.

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	Quotes	Sources
GL1	<i>"Global leadership is not merely an extension of domestic or multidomestic leadership."</i>	[Adler, 1997, p. 171]
GL2	<i>"Global leadership involves the ability to inspire and influence the thinking, attitudes, and behavior of people from around the world."</i>	[Adler, 1997, p. 174]
GL3	<i>"Global leaders, unlike domestic leaders, address people worldwide. Global leadership theory, unlike its domestic counterpart, is concerned with the interaction of people and ideas among cultures, rather than with either the efficacy of particular leadership approaches among leaders from various countries – each of whose domain is limited to issues and people within their own cultural environment."</i>	[Adler, 1997, p. 175]
GL4	<i>"A global leader is not necessarily an expatriate, and vice versa."</i>	[Jokinen, 2005, p. 200]
GL5	<i>"The definition of global leaders can also be approached through the internationalization level of their responsibilities and activities. In this case, a global leader is anyone having global responsibility over any business activity and global leaders can be found also in lower levels of organization."</i>	[Jokinen, 2005, p. 201]
GL6	<i>"Global Leadership—being capable of operating effectively in a global environment while being respectful of cultural diversity. This is an individual who can manage accelerating change and differences. The global leader is open and flexible in approaching others, can cope with situations and people disparate from his or her background, and is willing to reexamine and alter personal attitudes and perceptions."</i>	[Moran et al., 2007, p. 29]
GL7	<i>"high level professionals such as executives, vice presidents, directors, and managers who are in jobs with some global leadership activities such as global integration responsibilities."</i>	[Caligiuri; Tarique, 2009, p. 336]
GL8 ³⁵	<i>"Our favorite analogy for global leadership is "extreme leadership," borrowed from the vernacular of extreme sports. People hone athletic skills doing traditional sports but, subsequently, some opt for extreme sport, defined as activities that combine a high degree of danger, speed, height, physical exertion, specialized gear, or spectacular stunts (...) global leadership is leadership under conditions of extreme complexity."</i>	[Osland et al., 2012, pp. 107; 111]
GL9	<i>"global leaders" – leaders who could thrive in a world that reflected this new reality of real-time, multiple spanning of technological, financial, cultural, organizational, stakeholder, and political boundaries."</i>	[Bird; Mendenhall, 2016, p. 118]
GL10	<i>"Global leadership competence requires moving beyond the cognitive domain of learning to create socially responsible and culturally connected global leaders."</i>	[Walker, 2018, p. 239]
GL11	<i>The term 'global' encompasses more than simple geographic reach in terms of business operations. It also includes the notion of cultural reach in terms of people and intellectual reach in the development of a global mindset."</i>	[Mendenhall et al., 2018, p. 20]
GL12 ³⁵	<i>"Global leadership is defined as the processes and actions through which an individual influences a range of internal and external constituents from multiple national cultures and jurisdictions in a context characterized by significant levels of task and relationship complexity."</i>	[Mendenhall et al., 2018, p. 57]
GL13	<i>"(...) defining 'global leadership' has been a complicated task (...) more than merely an engagement across countries (...) cross-border leadership is seen holistically and may also include managerial responsibilities across sociocultural, political (portfolios), generational, structural, sporting, organisational, and other borders (...) an inclusive and dynamic process of listening, learning, challenging, influencing, guiding, and motivating others across diverse contexts and backgrounds with the intent of leading them towards a relevant, meaningful, and coherent goal."</i>	[Frawley et al., 2019, p. 38–39]

Table 7: A Selection of Clarifications/Definitions/Explanations of Global Leader/Leadership

³⁵A sophisticated tactical move amid a semantic debate may consist in circumventing the term by adopting other adjectives, or turn to metaphors (GL8, GL12).

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The clarifications, definitions or explanations for global or global leadership in Table 7 were purposively selected over the years as research was advancing. Varying but not necessarily inconsistent statements come from the same authors, sometimes from the same source. The statements almost exclusively come from publications on corporate management, except for GL1/GL2/GL3 (corporate business and politics) and GL13 (sports). Therefore, global is not a domain-specific subject or field of research. It may be linked to a position, yet it may be found at any level (GL4, GL5). Global leading implies its share responsibilities (GL5, GL7, GL10, GL13) in a tremendously complex environment and intense conditions (GL7, GL8, GL9, GL12), in which global leaders navigate thanks to a myriad of outstanding abilities spanning functional and emotional sensitivity and responsiveness (GL6, GL9, GL10, GL11, GL13). The span/scale of global leaders' actions and behaviours has far-reaching impacts transcending spatial and sociocultural borders (GL2, GL3, GL6, GL10, GL11, GL12, GL13). Although these quotes certainly assist in grasping the tenet, they are not conclusively converging. Rather, the consensus is found in the recognition that global leadership is different from domestic/traditional leadership (e.g. [Adler, 1997, p. 171; Bikson et al., 2003; Bird; Osland, 2004, p. 61; Brake, 1997, p. 31–32; Jokinen, 2005, p. 200; Leslie et al., 2002, pp. 32 ff. Schneider et al., 2014, p. 178]). The differences lie in the scale and scope, and in the leadership.

Consensus and Concepts

Lane et al. (2004) qualify the global environment soberly: complex; before expanding and describing it in dramatic fashion [p. 4 ff.]: It is a system composed of and affected by (1) a range (multiple) of dynamic (2) equivocal or ambiguous and somewhat (3) interdependent conditions, and with (4) culture as a situational factor. They go a step further by forwarding a “*multiplier effect*” on all the first three conditions, exacerbating the complexity: *Multiplicity x Ambiguity x Interdependence = Dynamic Complexity*. A usual challenge for global leaders in such environments is, for example, the limited thinking and reacting time [p. 16]. An example of interdependence effect would be with regards to the strategic hunt for global talents: hiring may secure competitive advantage, or weakness if competitors should win the race. This example illustrates that global leadership is not only about culture, nor only about an extended context [Mendenhall et al., 2018, p. 48].

The differences for the leaders then lie in the necessary skills to negotiate these challenges. Many scholars sustain that useful skills in a domestic setting may still serve, although possibly utilised in another way due to different challenges [Mendenhall et al., 2018, p. 21]; however, supplemental skill sets are anticipated [Schneider et al., 2014, p. 180]. Such skills would be boundary spanning or global mindset, a recurrent and persistent skill among the findings of the last three decades (see Sub-section 2.4.2).

With these shared understandings of what global leadership *a priori* is, findings from multiplying investigations were being gathered, and numerous proposals for integrative conceptual frameworks for global leadership started to enter the literature, such as [Bird; Osland, 2004; Brake, 1997; Jokinen, 2005; Mendenhall et al., 2012; Muczyk; Holt, 2008; Park et al., 2018]. An example is by Bird and Osland (2004) who elaborated the pyramid model of global leadership competencies that stands on the ground of global knowledge: Cognitively multidisci-

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plinary in nature, above any type of borders and relying on various resources -see Figure 8. The knowledge is completed on the next level by stable albeit hard to learn personality traits. The attitudes and orientations level describes “*the way global leaders perceive and interpret the world*” [Mendenhall et al., 2018, p. 89]. The two upper levels of interpersonal and system skills relate to operations that can be carried out effectively only with the founding competencies from the lower three levels. The entries such as integrity, cognitive complexity, lead change etc. reflected the findings relative to each level by the time of the model’s creation.

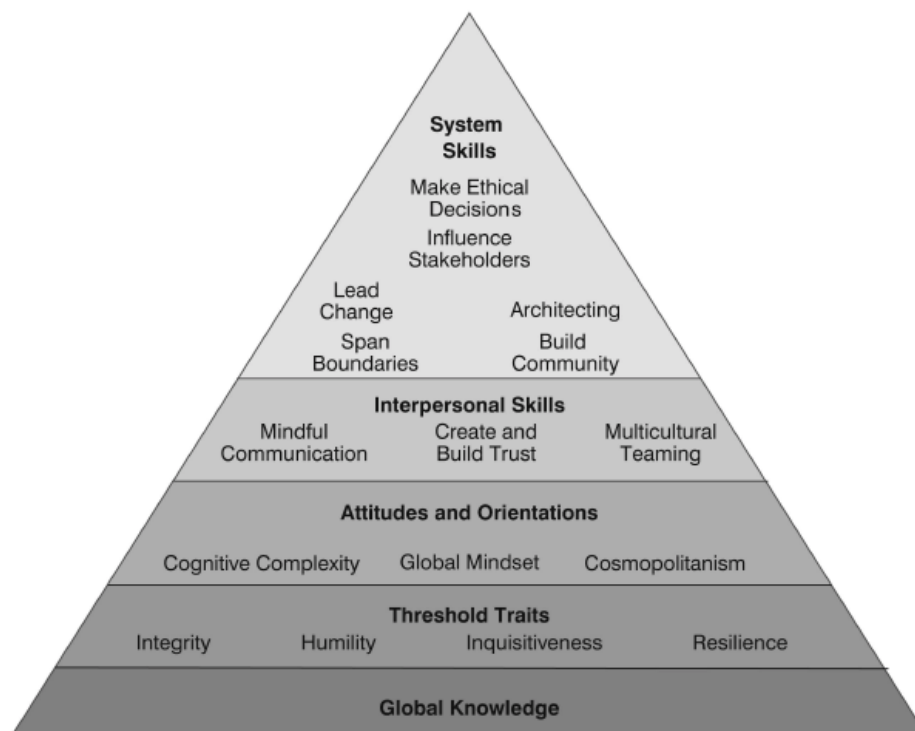


Figure 8: Pyramid Model of Global Leadership Competencies
Source: [Mendenhall et al., 2018, p. 86; Figure 3.3]

Another framework came from Jokinen (2005) who synthesised global leader competencies from the literature in three categories that she labeled “*core competencies*”, “*mental characteristics*” and “*behavioral competencies*” - see also Table 8 in Sub-section 2.4.2.

These two examples of conceptual frameworks reveal that, similar to the beginning of research on traditional leadership (see Section 2.2), studying traits and attributes was³⁶ the main focus of global leadership studies from the 1990s into the 2010s. Consistent with the competency levels of the Pyramid Model and the assumptions that expert knowledge is necessarily with global leaders, the cognitive analyses of sampled global leaders’ tasks were performed. This approach is primarily dedicated to design global leadership training [Mendenhall et al., 2018, p. 99]. Later, global leaders’ job requirements and expert tasks added to the focus of research, and the profiles of global leaders and leadership effectiveness correlation were subsequently inferred, cf. [Bird; Mendenhall, 2016, p. 122; Caligiuri,

³⁶ and potentially still is, as of 2020.

2006]. Research on global leaders' behaviours was not recorded until the second half of the 2010s, cf. [Huesing; Ludema, 2017].

Methodologies

As for the methods used and the type of data collected, a prevalence of qualitative approaches is observed in the early studies, gathering data from interviews, case studies or from the archives [Bird; Mendenhall, 2016, p. 121]. Huesing and Ludema (2017) gathered empirical data from observations and combined them with interview and archival data. Among the early studies in their respective framework that adopted a quantitative approach, [Caligiuri; Tarique, 2009, 2012; Rosen et al., 2000; Yeung; Ready, 1995] were found using surveys. By 2018, quantitative instruments for cultural difference, global leadership competency, and intercultural adaptability assessments have been used by or specifically developed for global leadership investigations. Examples of instruments accommodating global leadership studies are the Global Competencies Inventory, the Global Executive Leadership Inventory, or the Global Mindset Inventory, cf. [Mendenhall et al., 2018 pp. 143 ff.].

2.4.2 A Summary of Findings from Global Leadership Research

At the end of Sub-section 2.3.3, global mindset was succinctly introduced as attributes and cognitive representations of an individual that cater for sound strategic assessments across borders and nations, in a paraphrase of [Andresen; Bergdolt, 2017 pp. 190-191]. Since it has continuously, if not ubiquitously, appeared in the global leadership literature, but most of all since it is a competency not found in the traditional and cross-cultural leadership literature, global mindset deserves a paragraph. Global mindset entails much more, and it is a widespread construct, used *“for everything that is supposedly global or transnational, from individual attitudes, skills, competencies, and behaviors, through organizational orientations, structures, and strategies, to policies and practices.”* [Levy et al., 2007, p. 232] Again, there is a general idea of the construct, but definitions are numerous, cf. [pp. 234-237], accounting for the interest in global mindset. Levy et al. (2007) proposed their own definition of an individual's global mindset³⁷, *“a highly complex cognitive structure characterized by an openness to and articulation of multiple cultural and strategic realities on both global and local levels, and the cognitive ability to mediate and integrate across this multiplicity”* [p. 244]

This definition features all properties of global mindset from the reviewed literature: It encompasses the multiple spatio-cultural (cosmopolitan) and strategic (cognitive complexity) characteristics matching the global environment discussed in Sub-section 2.4.1, and featuring the individual's skills to navigate and intervene sensitively. To go back to its introduction at the end of Sub-section 2.3.3, global mindset differs from cultural intelligence, and also from ICC; however it may feature both, not necessarily presupposing them because of its cosmopolitan dimension. In practice, individuals with global mindset should spontaneously span boundaries, another global leadership competency.

³⁷1. According to Mendenhall et al. (2018), this generation is the *“most generally accepted”* [p. 98].

2. Specified by Levi et al. (2007) as referring only to individuals, not to groups/organisations [p. 244]

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Many scholars have conceived frameworks integrating the competencies found in various studies. As of 2017, Bird and his colleagues inventoried approximately 200³⁸ global leadership competencies from published research findings, some sometimes overlapping or only semantically nuanced [Mendenhall et al., 2018 Chapter 4]. Enumerating all, or arbitrarily/randomly selecting, and commenting competencies from the list appear to be a futile exercise. Rather, and thankfully acknowledging Bird and his colleagues' phenomenal efforts in inventorying and organising these findings, the global leadership competencies are presented in their integrated form.

For example, Brake (1997) modelled them into a triad - see Figure 9, at the centre of which the global leader stands and undergoes a transformational process related to and driven by the global environment. The three categories of competencies relate to personal engagement, dedication and maturity for high-performance achievement (personal effectiveness), complemented with effective leveraging of expert knowledge (business acumen), and fruitful collaboration with and influencing of other parties involved (relationship management).

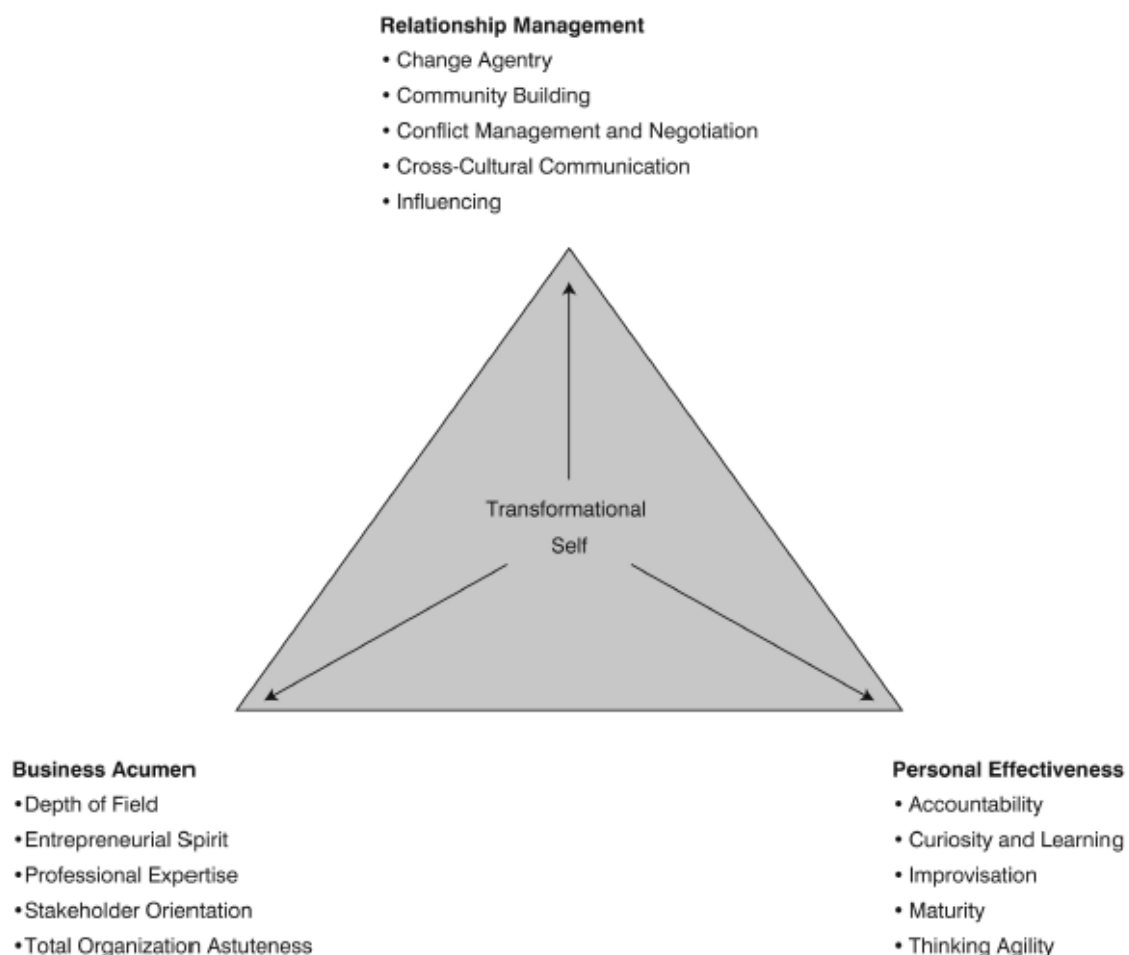


Figure 9: Brake's Global Leadership Triad
Source: [Mendenhall et al., 2018, p. 62, Figure 3.1]

³⁸56 in 2002 [Mendenhall et al., 2018, p. 119], 160 in 2012 [Bird; Mendenhall, 2016, p. 122]

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Another synergistic effort “*towards a more integrative framework of global competencies*” is by [Jokinen, 2005, p. 204]. She reviewed contemporary extant literature on global leadership, including Brake’s (1997) triad, and related publications, combined them and established three categories of competencies summarised in Table 8. The fundamental core competencies cover the potential within global leaders, that is the intrinsic readiness and willingness to undergo a transformation. The desired mental characteristics relate to the attitude global leaders adopt towards other individuals, and also in the face of towards situations (challenges, adversity, complexity, ambiguity, etc.). Jokinen (2005) defines the last category of desired behavioural skills in terms of “*explicit skills and tangible knowledge*,” [p. 204], i.e. concretely put into action and externally displayed.

Core competencies	Self-awareness
	Engagement in personal transformation
	Inquisitiveness
Desired mental characteristics	Optimism
	Self-regulation
	Motivation to work in an international environment
	Social judgment skills
	Empathy
	Cognitive skills
	Acceptance of complexity and its contradictions
Desired Behavioural Skills	Social skills
	Networking skills
	Knowledge

Table 8: Jokinen’s (2005) Integrative Framework of Global Leadership Competencies
Source: Adapted from [Jokinen, 2005]

More recently, Bird and colleagues synthesised 207 competencies from the literature, cf. [Mendenhall et al., 2018, Chapter 4]. Additionally taking account of the frameworks formerly published, the result is the nested framework of 15 composites of global leadership competencies organised in three groups as shown in Table 9:

- Business and organisational acumen feature practical competencies geared toward business with management “*at a distance*” [p. 131] and on large-scale as the default sphere of action.
- Managing people and relationship consists of those competencies exhibited in direct interactions.
- Managing self stands for “*predispositional, cognitive and attitudinal processes*” [p. 136] that characterise an individual facing, coping with and mastering the circumstances on the global stage.
- Each of the 15 composites was distilled according to their relative importance and statistical considerations. They are, however, complex constructs of their own [p. 139]. The underlying competencies to each of the 15 composites are presented in APPENDIX A .

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Business and Organizational Acumen	Managing People & Relationships	Managing Self
Vision & Strategy Thinking	Valuing People	Inquisitiveness
Leading Change	Cross-cultural Communication	Global Mindset
Business Savvy	Interpersonal Skills	Flexibility
Organizational Savvy	Teaming Skills	Character
Managing Communities	Empowering others	Resilience

Table 9: A Framework of Nested Global Leadership Competencies
Source: Adapted from [Mendenhall et al., 2018, p. 139, Table 4.7]

These findings all range in the competencies that may be seen as concentrating on a meta-level of personal traits and attributes or skills. Caligiuri (2006) also examined the same dimensions, however her approach stands out by starting from the global leaders' tasks analysis. She had previously assembled these tasks and presents them in the paper [p. 220]³⁹:

- *“work with colleagues from other countries.”*
- *“interact with external clients from other countries.”*
- *“interact with internal clients from other countries.”*
- *“may need to speak in a language other than their mother tongue at work.”*
- *“supervise employees who are of different nationalities.”*
- *“develop a strategic business plan on a worldwide basis for their unit.”*
- *“manage a budget on a worldwide basis for their unit.”*
- *“negotiate in other countries or with people from other countries.”*
- *“manage foreign suppliers or vendors.”*
- *“manage risk on a worldwide basis for their unit.”*

Finally, and from a recent study, Huesing and Ludema (2017) observed global leaders at work and made a direct comparison with traditional leaders, cf. [Mintzberg, 1968, 1971, 1973]. The *“Nature of Global Leader's Work”* [Huesing; Ludema, 2017, p. 3] consists in/of:

- *“multiple time zones and geographical distance;”*
- *“long hours;”*
- *“flexible schedules and fluid time;”*
- *“dependence on technology;”*
- *“time alone connected to others;”*
- *“extensive travel;”*
- *“functional expertise with global scope;”*

³⁹Referenced foundational publication „Caligiuri, P. (2004). *Global leadership development through expatriate assignments and other international experiences. Paper presented Symposium: Expatriate Management: New Directions and Pertinent Issues* at the Academy of Management, New Orleans.” not found

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- “*facilitation of information, advice, and action;*”
- “*management of complexity;*”
- “*and confrontation of risk.*”

Huesing and Ludema (2017) conclude from their observations that “*distributed leadership-model[s]*” would be suitable to such work, and pointing to shared leadership [p. 34].

2.5 Sport and Leadership Research

In the following, the main focus is the review of academically peer-reviewed literature on leadership in the sport areas. The first sub-section deals with mainly traditional/unicultural approach on leadership in sport, in contrast with the second sub-section 2.5.2 leadership that gives an overview on research that featured culture as a variable.

It is worth mentioning the existence of a vast number of publications outside academia on the subject. These non-scholastic best-selling publications come from different popular sport disciplines such as rugby union, basketball or association football. In general, they were edited by or with the leaders in question, e.g. [Cubeiro; Gallardo Guerrero, 2012; Kerr, 2013; Carson, 2013; Jackson; Delehanty, 2014; Ancelotti et al., 2017; Leadership Cases Studies, 2017]. This literature is pertinent inasmuch as it offers first-hand, detailed and insightful artefacts into the universe of these leading figures and their entourage.

2.5.1 Sport’s Traditional Leadership

Sport was used as investigation platform for multiple reasons. These range from validating hypotheses and theories elaborated outside sport (e.g. [Cooper; Payne, 1972] traits and task-orientation effect on performance), or to gain meaningful insights for scenarios or boundary conditions that are easily and readily observable, measurable and reproducible in sport. An example would be about transfer of leadership practices during change processes and personnel development from sport to corporate business world [Burnes; O’Donnell, 2011], or much earlier investigation of situational effect during leadership succession by correlating coaches replacement and team performance [Gamson; Scotch, 1964]. Research dedicated to leadership in and to the sporting area would also take place.

According to Welty Peachy et al. (2015), investigations on leadership in sport may be divided in sport psychology discipline and sport management discipline. The first discipline deals with the “*on-the-field team aspects of sport leadership*”; the second is concerned with “*off-the-field aspect of sport*” [Welty Peachey et al., 2015, p. 571]. As discussed in Section 1.3, contemporary head coaches at football clubs are no longer restricted to the relationship with athletes and the athletic performance duties. As discussed at the end of Sub-section 1.2, the roles and tasks in Table 2 point towards these two disciplines of leadership definitions, on- and off-the field. The following review covers both disciplines. Horizontal leadership, that is leadership by/amongst athletes such as captains in team sports, was excluded from the review.

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2.5.1.1 Coaches as Leaders of Athletes

For coach tasks encompassing the performance, results and achievements of the athletes, research on leadership in the sporting areas shows historical alignments with the prevailing concepts introduced and gained from other fields, i.e. traits, behaviour and situational approach, into the 1970s. A certain time shift with respect to these trends could be observed.

For example, Sage (1973) looked at the results of previous studies on coaches and they identified traits, ranging from hardnose to insensitive, practising autocratic leadership [p. 35] and with “*the right combination of humility and flexibility (...) strength of character*” [p. 39]. Already considering the situational boundaries of sport (task-oriented and group of individuals), he argues: “[*purely*] *democratic leadership system cannot effectively prevail*” [p. 40]. Therefore, the coach as a leader needs to reflect on his behaviour because coach and athletes accommodating each other as well as aligning personal goals with team objectives are equally crucial [Ibid.]. Sage (1973) goes on by preconising a style of leadership that builds “*individual confidence and security*” [p. 40]. Other trait concepts such as the “Mental Toughness” model would later follow, cf. [Clough et al., 2002].

As for behavioural conceptualisation, works were also published, for example one brought evidence that successful North American high school coaches in various disciplines displayed primarily authoritarian behaviour [Penman et al., 1974, p. 156]; Terry and Howe (1984) later found that such coaching behaviour is least appreciated among athletes who would prefer democratic behaviour [p. 191]. Bird (1977) turned to the contingency theory when analysing team performance mediated by coach task-oriented leadership and the team cohesion. The coaches’ behaviour included putting structure in place that created cohesion within the team [p. 27].

The review reveals the dominant concept in the studies of coaches’ leadership in the past 40 years: behaviour, in particular the coach’s behaviour, was the tenet for research leadership effectiveness in sport. As influenced by sport psychology, the coach behaviour has been at the centre or the root of different works or conceptualisations and models worldwide, e.g. [Andile; Jhalukpreya, 2013; Bennett; Maneval, 1998; Høigaard et al., 2008; Horn, 2008; Terry; Howe, 1984]. Many publications are all directly or indirectly related to or influenced by [Chelladurai; Saleh, 1980] -or subsequent enhancements, updates or adaptation (e.g. [Chelladurai, 1990, 2007]). The influence of Chelladurai and Saleh’s (1980) concept, which will be outlined subsequently, is further illustrated by the number of direct citations by different authors: Next to the seven references above, overall 1361 in recording by Google Scholar metrics⁴⁰ since release, and 15 in peer-reviewed articles in 2019 and 2020 alone according Human Kinetics Journals metrics⁴¹. Chelladurai and Saleh (1980) saw weaknesses in applying theories, concepts or methods gained in other areas to sports for which other situational boundaries apply (e.g. training duration, the gain-loss/win-lose nature of the game and uncertainty, shorter-lived teams [pp. 35-36]). This motivated the elaboration of leadership

⁴⁰ https://scholar.google.com/scholar?cites=4327890344149265667&as_sdt=2005&scioldt=0,5&hl=es

⁴¹ <https://journals.humankinetics.com/view/journals/jsep/2/1/article-p34.xml>

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(behaviour) dimensions relevant to sport and the design of their multidimensional model of leadership (MML) with an associated measurement method, the Leadership Scale for Sports (LSS).

The original Multidimensional Model of Leadership (MML) is a relational diagram as shown in Figure 10. It is centered on the three potential types of behaviours of the coach. They result from:

- The context or surrounding situations (e.g. need for focus during a winning streak, or relegation fight) conditioning the required behaviour,
- The players' implicit preconceptions for their preferred leader's behaviour⁴²,
- And the coach's traits and skills dictating actual behaviour.

The leader behaviours range from inspirational speeches, setting objectives, providing feedback, conduce positive group climate, individual one-on-one exchanges, reinforcing physical and mental strength, create personal bond, showing support or address negative aspects, contributing to cognitive development, etc. The dependent output variables are the performance and personal satisfaction of the group members. The principle for the model may read as follows: The higher the congruence between the required-preferred-practised coach leadership behaviour, the more efficient the leadership style, i.e. the better the group performance and satisfaction. Given the variable the MML features, it is safe to categorise it as integrative approach in the terms of [Yukl, 2013, p. 13].

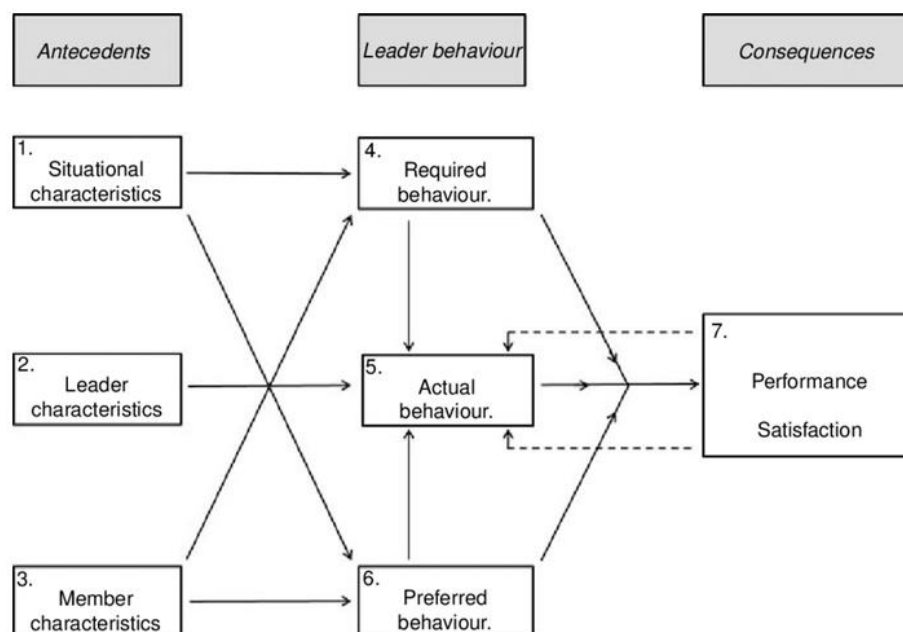


Figure 10: Multidimensional Model of Leadership Behaviour
Source: [Chelladurai, 1990]

⁴² Eden and Leviathan (1975) had previously put forward their Implicit Leadership Theory (ILT), taking leadership characteristics as expected by the followers into consideration. See Section .2.2

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As for the LSS, a measurement method accompanying the theoretical MML, it was designed to assess the behaviours that would be fed into the model. At the end of the LSS development, five coach behaviour dimensions were distilled:

- Training and instruction, related to performance
- Democratic behaviour, related to decision-making
- Autocratic behaviour, related to decision-making
- Social support: relationship-building and welfare of team members
- Positive feedback, related to performance and rewards

In practice, the LSS would be administered in two questionnaire versions, one for the athletes and one for the coach. Detailed contents of the questionnaires may be found in [Chelladurai; Saleh, 1980, p. 39–40]. Using descriptive statistics on the participants' individual answers, a pattern for the three different types of behaviour should emerge for the sampled population. Over time, the LSS has regularly been criticised in terms of internal consistency, generally using Cronbach's Alpha estimate as in the initial proposal for the autocratic behaviour score [p. 38]. A Finnish version (that is, a translation of the English version in Finnish) of the questionnaire for the coach showed higher reliability in the results than in previous unrelated studies with the English version (cf. [Salminen; Liukkonen, 1994]). Other than translation to other languages, the LSS was further developed or customised for various investigations and to take account of different variables, or propositions for revision (e.g. [Zhang et al., 1997; Chelladurai, 2007, p. 117; Ruiz-Barquín; de la Vega-Marcos, 2015]).

Figure 11 by Chelladurai (2007) is an addendum to the initial MML of Figure 10. It features formational leadership as a moderator of situational, as well as of players' and leaders' characteristics. This was motivated by the role and tasks of coaches to “(a) incite the higher order needs of members, (b) motivate them to perform beyond expectations, (c) express confidence in members, and (d) empower them.” [Chelladurai, 2007, p. 122]. The MML featuring transformational leadership also addresses the new realities of hierarchical structures in the coaching staff (e.g. Head Coach, Assistant Coaches). The actual behaviour influence initial situational and players' characteristics, replicating the dynamic in real cases.

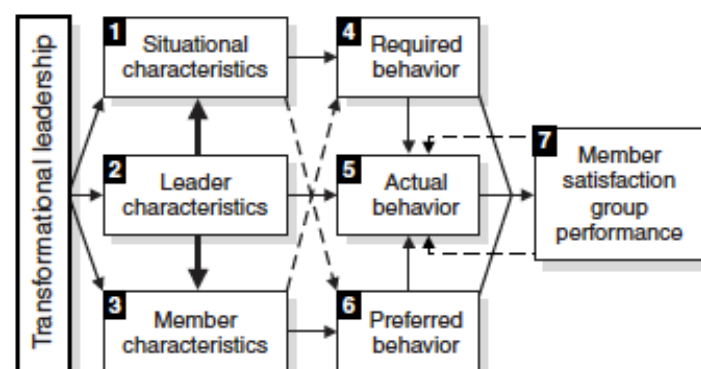


Figure 11: Multidimensional Model of Leadership Behaviour – Completed 2007
Source: [Chelladurai, 2007, p. 117; Figure 5.2 (b)]

Other models and measurement tools for leadership exist in the sporting area. Chelladurai (2007) drew the attention to a model proposed by Thelma Horn in 2002 (cf. [Chelladurai, 2007, p. 123; Horn, 2008]⁴³). The model is called Coaching Effectiveness and shown in Figure 12. Compared to the MML, it features other variables and more explicit variable descriptions, and rearranged causal relationships. Coach behaviours, athletes' characteristics, perception of and reactions to coach behaviour, and situational characteristics (society, organisation, coach and athletes) are still featured. However, not only the coaches' behaviours are depicted to directly influence the performance and behaviours of the athletes but also their self-perceptions or their motivational types. The athletes' characteristics are understood to influence the coach's behaviours. Even in the updated version of the MML model in Figure 11, the leader's characteristics (Box 2 in Figure 11) are not explicitly affected by any of the other parameters except by transformational leadership style.

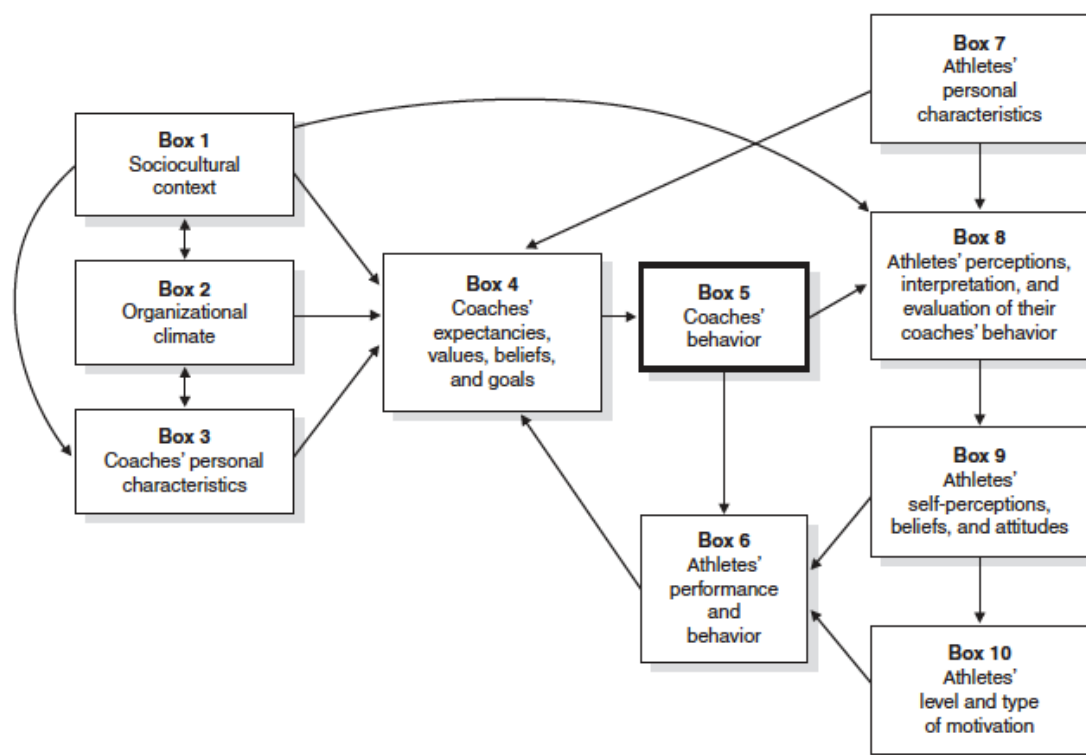


Figure 12: Coaching Effectiveness Model by Horn (2002)
Source: Found in [Chelladurai, 2007, p. 123; Figure 5.3]

Another example is the Mediational Model of Leadership by Smoll et al. (1978, 1989), initially developed in parallel with the first Multidimensional Model of Leadership. It also focuses on the coach behaviours, how the player(s) perceive and remember the coach behaviours, and the corresponding evaluative reactions by the players. The overarching influence on each of these three variables comes from the situational factors. In turn, the coach behaviours are conditioned by his/her individual traits (*"difference variables"*), and a set of traits also conditions the player's perceptions, recall and evaluative reactions (see Figure 13). A noticeable

⁴³Original version form 2002 not found.

difference from the MML is the inclusion of coach's perception of the player's reactions, which is conditioned by the overall situation. The Coaching Behaviour Assessment System (CBAS) is the measurement associated with the Mediation Model, a combination of observational (for coach behaviours), reporting (for coach perception) and interview (for player's perception, recall and reactions) techniques. Therefore, while the MML/LSS approach is exclusively theoretical and quantitative, the CBAS measurement also includes empirical methods and use of qualitative data. For further details on the CBAS, see [Smoll; Smith, 1989].

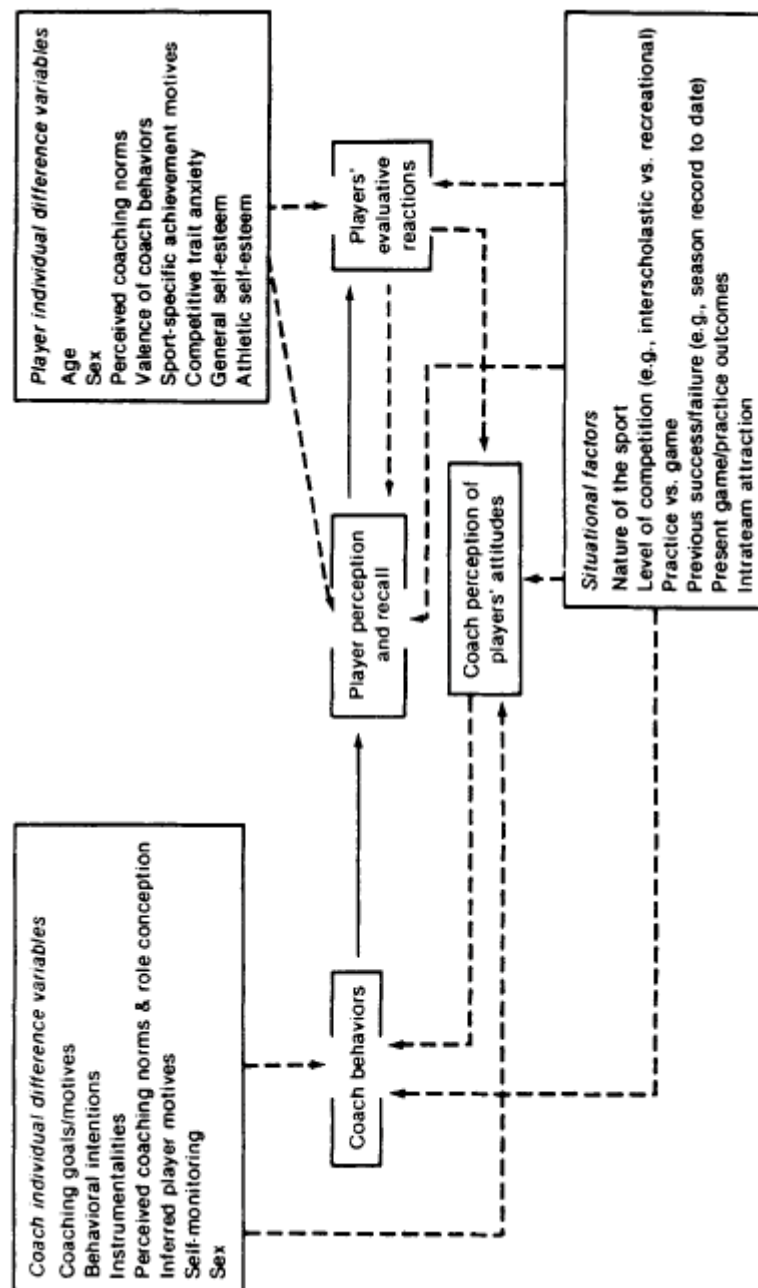


Figure 13: Mediation Model of Leadership
Source: [Smoll; Smith, 1989, p. 1534; Figure 1]

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Multidimensional Model of Leadership/LSS and the Mediational Model of Leadership/CBAS are widely used across the reviewed literature. Accordingly, various findings on the coach leadership from the sport fields were gathered and are hardly synthesisable in the present review – let alone studies with other concepts. Therefore, the following discussions reflect only a few examples that provide a general idea of the gained insights.

Horn (2002) demonstrated the mediating effect coach behaviour has on athletes' performances and behaviours. In the case of elite sports that he understands to be motivated towards excellence achievement, Chelladurai (2011) states appropriateness of autocratic leadership style ("*hard leadership*", [p. 18]) consisting in shaping the athlete's "*skills and abilities, dispositions, and beliefs*" during training and in assisting or directing during competition [p. 15]. This recommendation contrasts with Mageau and Vallerand's (2003). They advocate a softer style that is granting more autonomy (*autonomy-supportive leadership*, [p. 885]) and should empower athletes to perform and fulfilling their own objectives. Hard leadership style is grounded in need and possibility for further development towards excellence, beyond the athletes' original characteristics but within their growth potential. Soft leadership assumes intrinsic motivation is a given for athletes competing at the highest level, and the coach as a leader needs to set conducive boundaries that will bring about athletic and personal enhancement. Previously, Charbonneau et al. (2001) had empirically shown that transformational leadership is more effective, i.e. enables athletes to attain better performance, provided they also possess intrinsic motivation. Research evidence based on interviews with the 2011 Rugby World Champion coaching staff from New Zealand tends to support the autonomy-supportive leadership [Hodge et al., 2014, p. 70]. It appears that these two styles are not mutually exclusive, i.e. practised alternately depending on the objective and/or the discipline, considering their different focuses: Hard leadership for athletic performance, soft leadership for personal satisfaction and well-being [Chelladurai, 2011, p. 19].

A study using the Mediational Model/CBAS as instrument demonstrated a correlation between the coach's observed behaviours and the momentary actions during official matches (Spanish top-flight handball league) [Guzmán; Calpe-Gómez, 2012]: Positive feedback was most frequently registered following positive actions (e.g. forcing opponent's fault), and negative feedback after negative actions (e.g. goal against) [p. 381]. A second earlier example is a study of coaches and players from the college National Collegiate Athletic Association (NCAA, USA), using CBAS in combination with Cole-DAS⁴⁴ to collect data [Solomon et al., 1996, p. 48–49]. It gathered evidence suggesting that feedbacks and encouragement were the most frequent behaviours of coaches. The study further ascertained that these behaviours are welcomed and positively perceived by ambitious athletes [pp. 55; 57]. The findings and dimensions from these studies, although rooted in qualitative data, are similar to those found with the MML/LSS approach. A positive correlation between the two models was sup-

⁴⁴ An instrument to record the *manner* with which coaches deliver/convey information. Reference is an unpublished doctoral dissertation by „Cole, J.L. (1979), A descriptive analysis of teacher augmented feedback given to university students in beginning golf class. University of North Carolina at Greensboro”, cf. [Solomon et al., 1996, p. 58].

ported by studies by Cumming et al. (2006) who simultaneously used both the MML/LSS and the Mediation Model/CBAS [p. 207].

Finally, a further indication for the suitability and reliability coach behaviour to investigate leadership in sports may be extrapolated with a study in the two highest Greek volleyball leagues. Instead of CBAS, data was collected with the observation-based Revised Coaching Behavior Recording Form (RCBRF) (cf. [Bloom et al., 1999]). It revealed instructions giving (tactical, general, technical) and encouragement/motivation as the most frequent coaching leadership behaviours [Zetou et al., 2011, p. 589] during training sessions [p. 587]. A study with youth elite baseball coaches (USA) revealed the highest scoring behaviour dimensions were positive feedback, training and instruction and social support, followed by moderate democratic behaviour and low autocratic behaviour. Another study in elite sport was conducted by Høigaard et al. (2008). The dimensions training and instruction, democratic behaviour and positive feedback were the most preferred behaviours among 88 football players playing in Norway's two highest leagues with 6 distinct nationalities, aged between 16 and 34 [p. 243]. The methodology consisted in following a hypothetically longitudinal study (perceived success and failure scenarios in the questionnaires) and adopting the MML/LSS in its Norwegian version. The data suggests that the preferred leadership behaviour is situational, that is depending on the maturity and experience of the players, on their ages, or on the team and/or individual performance. For example, younger and less experienced players chose social support and democratic behaviour as their preferred coach behaviour in difficult situations [p. 245]. Citing another investigation that used MML/LSS (cf.), Crust and Lawrence (2006) found evidence in football teams for which democratic style of leadership was deemed ineffective because of the squads' size and the time constraints [p. 36].

To some extent, the coach behaviours ranked as "most preferred" may be allocated to the transformational leadership style. For elite sport, striving for excellence on both the coach and athlete's sides, the sporting activity is synonymous of a transformational process. With this, the claim that the behaviours and dimensions from measurement tools such as the LSS "*are transactional in nature*" [Riener, 2007, p. 72] is objected. The bibliometric of publications in the sporting area accounts for this: Across the leadership studies in the sporting field, transformational leadership appears to be the most distributed conceptualisation, theory or style. Álvarez et al. (2016) seconded this with further evidence in a more recent paper, attesting the relevance or (aim for) practices of transformational leadership across various settings of the sporting world, from physical education classes at school and recreational amateur to elite professional sport, or youth. They counted 28⁴⁵ peer-reviewed articles published in Australia, Canada, New Zealand, UK and the USA on transformational leadership from two databases [p. 320]. These assumptions and figures stand for sport's contribution to transformational leadership being "*the most popular approach in scholarly leadership (...) by the number of papers written on the subject*" [Tal; Gordon, 2016, p. 267].

⁴⁵Agreeing with Riener's (2007) claim that the behaviours on which the LSS and its derived/updated versions are "*transactional in nature*" [p. 72], Álvarez et al. (2016) did not count in corresponding studies [p. 319].

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Next to these approaches, many other concepts developed in the sporting area are the previously mentioned Mental Toughness model focusing on the leader's traits [Clough et al., 2002], the Coach-Athlete Relationship⁴⁶ investigated in different settings (e.g. for married couples of coach/athlete in [Jowett; Meek, 2000]) by measuring the three bidirectional C's of Closeness, Commitment and Complementarity as predictors of effectiveness. On aggregate and in team sports however, and in particular for elite sports, chiefly task-oriented leadership complemented with relationship building is recommended for high-performance achievement by coaches and athletes with the example of team rowing [Côté; Sedgwick, 2003, p. 67–68].

Finally, leading athletes with heterogeneous skills and performance levels were found to be detrimental to efficacy, explained by having to adjust leadership styles (for instance to “*provide pastoral support*” [Frawley et al., 2019, p. 100]).

2.5.1.2 Leaders of Athletic Organisations

The interest for leadership of athletic organisation or sport management came with a greater time shift since the focus was first on the on-field leadership towards the 1990s [Welty Peachey et al., 2015, p. 571]. The transactional/transformational leadership concept by Burns (1978) and further development (cf. [Bass, 1985]), was the domineering practice of the moment. Research in leadership in athletic organisations (sport management) starting in the 1990s were no exception - at least for the inventoried studies in the North American region [Welty Peachey et al., 2015, p. 572].

In a single study at different Canadian universities, Weese (1996) found that transformational leadership and positive organisational culture correlate, whereas he could not observe the same for transformational leadership and organisational effectiveness. The data gained with questionnaires (LBDQ⁴⁷) for the leadership characteristic, [Weese, 1996, p. 200]) could however show that the sport management of these organisations were all transformational leaders to various extent (high or low, as measured by a LBDQ, [pp. 200; 202]). Still in the college setting, studies of leadership behaviours from athletic directors were examined and brought into relation with the organisations' effectiveness as reported in [Branch, 1990, p. 164]. Quantitative data was gathered from the athletic directors and their subordinates by means of questionnaires, revealing that task-oriented leadership behaviour such as initiating structure was most preferred by the athletic directors as leaders [p. 168], therefore prioritised over relationship-orientation.

From a subordinate's perspective, credibility⁴⁸ and prototypicality⁴⁹ are dimensions for leader's traits or behaviours. In the sporting area Swanson and Kent (2014) empirically found

⁴⁶Not to be confused with the „Coach-athlete Relationship Motivational Model“ [Mageau; Vallerand, 2003]

⁴⁷Ref. Section 2.2.

⁴⁸Credibility is a dimension related to “*perceived expertise and trustworthiness emanating from the communicator*” [Swanson; Kent, 2014, p. 82]. The meaning or perception is, however, entirely with the receiver.

⁴⁹Prototypicality is a dimension expressing the cognitive representation of an idealised “*most representative*” state [Swanson; Kent, 2014, p. 83] in a subordinate/follower's perception, or a cultural “*common set of categories of what the typical leader is like*” [Bass, 1990, p. 377]. Values for this dimensions may be intelligent or knowledgeable. With prototypicality too, the meaning or perception is entirely with the receiver.

these dimensions are positively influenced by specific domain expertise and functional area expertise [p. 87]. (Dis)trust appears to be a common issue in sport management, for example caused by interferences and hostilities between the “on-field” and the “off-field” management/leaders as witnessed at professional football clubs in the UK [Kelly; Harris, 2010]. Going back to the credibility (trust) and prototypicality facilitated by specific expertises, no connection could be made between preferred leadership and organisational sport management effectiveness - putting another definition of leadership⁵⁰ into context; “*an effective leader is not someone loved or admired.*” (Drucker, as quoted in [Glazer et al., 2013, p. 10]). In the case of British and German clubs, Kelly and Harris (2010) respectively Muehlheusser et al. (2018) independently gathered evidence that prior involvement in the domain, an indicator of knowledge if not expertise (e.g. playing career), is no warrant for success when involved in sport management or coaching at a later stage.

Similar interference may also be caused by the executive structures of sport organisations between co-existing board and the executive directorate. This type of structure is often in place, e.g. different national sport organisations cases discussed in the paper in Australia, Canada or New Zealand, but also at football elite clubs [www.fcbarcelona.com, 2020; www.fcbayern.com, 2020; www.ir.manutd.com, 2020]. An article dating back to 2005 hypothesised shared leadership as the appropriate style for sport management. Shared leadership is understood as “*the balance of influence and power between the executive director and voluntary board*” [Ferkins et al., 2005, p. 208]. The necessity for such a leadership style and practice is justified by the fact that the executives do not (or cannot) share the same motivations for their work, e.g. paid-staff and volunteers [p. 209-210]. To date, it remains questionable whether shared leadership has made its way to sport management practices since call for more research and application are still found in recent publications, at least for non-profit organisations e.g. [Ferkins et al., 2018; Jones et al., 2018; Kang; Svensson, 2019]. The call is equally pertinent, as we shall see next, for Global Sport Organisations (GSO).

Forster (2006) investigated the management of FIFA, IOC and World Athletics by reviewing various reports and gathering empirical data. The data provides insights into how these organisations are run, i.e. type or style of leadership exercised within these organisations and, from another perspective, type or style of leadership GSOs apply towards members. The main finding for both cases is that, although constitutionally democratic and accountable to their members⁵¹, the gathered empirical data GSOs suggests autocratic and authoritarian leadership [“*functioning as a state*” [p. 76]; “*operated more like a fiefdom or a medieval court*” [p. 77]]. Numerous indices of flawed integrity and unethical practices add to these findings (e.g. favouritism or networking in the staffing for executive positions [p. 73] or suspicion rumours [p. 79]). Tomlinson (2014) seconds these findings on leadership style at FIFA with analysis between 1974 and 2013. He cites an official publication by FIFA describing its president as a “*supreme leader*” [p. 1160] and a number of ethical controversies [pp. 1161 ff.]. However, he refrains from providing clear rationale about the actual motives for or the effectiveness of the leadership styles. Regarding the staffing, tasks and complexity for GSOs, a

⁵⁰ See also Section 2.1.

⁵¹ This would suggest a democratic/participatory leadership styles.

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case study of global event (World Aquatics 2005) posed the necessity of networking for events of such a scale, pointing to behaviours of multiple-linkage theory to be most conducive to success, with transformational and charismatic leadership still being relevant.

2.5.2 Sport-Cultures-Leadership

Apart from applications across various sport disciplines, instruments such as the MML/LSS were used for cross-cultural or country specific studies of preferred/observed coach leadership behaviours with the settings and results summarised Table 10.

Sources	Sport disciplines	Countries	Results
[Terry; Howe, 1984]	Miscellaneous	Canada, University of Victoria	Highest score: Reward behaviour (positive feedback) and training behaviour (training and instruction)
[Chelladurai et al., 1988]	Miscellaneous	Canada and Japan, universities	High scores: Autocratic behaviour and social support for the Japanese, training and instruction for the Canadians
[Bennett; Maneval, 1998]	Baseball	USA, youth coaches	High scores for training and instruction and social support
[Salminen; Liukkonen, 1994]	Miscellaneous	Finland	High scores for training and instruction, democratic behaviour, rewarding behaviour (positive feedback)
[Sherman et al., 2000]	Miscellaneous, gender-related study in athletics	Australia	Same high score across all populations: positive feedback, training and instruction, democratic behaviour Social support and autocratic behaviour not preferred
[Høigaard et al., 2008]	Football	Norway	High scores for training and instruction, democratic behaviour and positive feedback
[Andile; Jhalukpreya, 2013]	Miscellaneous	India (Kerala) and South Africa (Gauteng) universities	India Most preferred: Democratic behaviour; Least preferred: Positive feedback and social support
			South Africa Most preferred: Positive feedback Least preferred: Autocratic behaviour

Table 10: MML/LSS Studies and Results across Countries

An aborted attempt to include dimensions covering the “*coach-relationship and team cohesion*” and situational factors was elaborated with the Revised Leadership Scale for Sport [Zhang et al., 1997, p. 109]. This was initially motivated by the LSS not necessarily taking account of culturally contingent behaviours. However, the validation of the revised version with athletes and coaches was not conclusive enough [Chelladurai, 2007, p. 223].

Multicultural sports teams or squads have been investigated in terms of performance. Similar to investigations on multicultural teams in the corporate business field, evidence is mixed from no impact to positive or negative impact. A more recent study by Maderer et al. (2014) analysed the performances of football clubs composed of multicultural squads. The study

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investigated the correlation between sporting results/performances, market value of the squads and their cultural heterogeneity. Another investigation in the same study was the relative impact of cultural heterogeneity and cultural distance within the squads. For both measures, the findings showed negative effect of high cultural heterogeneity on team success, whereby cultural distance within the squads was a stronger factor. An assessment of the leadership was not made. However, the researchers note that intercultural experience of the coaches of the sampled squads had rather negatively impacted their teams' success [p. 231]. As an explanation for this unexpected finding, they propose the incompatibility of sporting practices or cultures from one country or league to another, chiefly dictated by the players' characteristics, or by less success (that is limited functional skills) and those coaches being more frequently the ones going abroad.

The last finding contradicts, at least in terms of functional skills efficacy, the usual recommendation in management to go abroad and extend intercultural experience (Section 2.3.3). Sport management scholars had already expressed the same recommendations for sport officials, e.g. [DeSensi, 1994, pp. 69; 73]. Similarly to corporate business, Chelladurai and Doherty (1999) advocated promoting culture of diversity as a managerial principle and practice, concurring with Yukl's (2013) guidance described in Section 2.3.3. From leaders' standpoint, who are per definition to reflect the organisational culture, this may entail or require behaviours that appear forceful because discomfort or resistance may arise among members of the organisation [Doherty; Chelladurai, 1999, p. 292].

Unicultural or cross-cultural research has taken place in the field of sport. For example, in "*Globalized sport management in diverse cultural contexts*", Zhang et al. (2019) deal with managerial approaches by executives of the sports industry in different countries, and country-based comparative studies for sports management by sports officials and operatives. Likewise, Frawley et al. (2019) in "*Global Sport Leadership*" take a critical approach on different scenarios involving leadership in sports. These scenarios are illustrated with case studies in various sport settings across the globe, from diversity management to setting up large-scale events or development aid project. For each case, appropriateness or inadequacy of leadership behaviour patterns and leadership theories from the literature is discussed. The authors view global leadership as not necessarily tied to the geographical factor [p. 38]. Therefore, they propose the construct of "*cross-border leadership*" and define it as a working frame for "*an inclusive and dynamic process of listening, learning, challenging, influencing, guiding, and motivating others across diverse contexts and backgrounds with the intent of leading them towards a relevant, meaningful, and coherent goal*" [p. 39]. The borders in question are not only geographical but also sociocultural [p. 41], generational [p. 43], or disciplinary [p. 44 ff.]. Cross-border leaders should draw from and be capable to integrate competencies acquired outside specific domains to be effective. The integrated competencies refer to global literacy composed of four sub-types: relating to self (personal), others (social), the organisation (business) and the environment (cultural) (cf. [Rosen et al., 2000]).

2.6 Exploratory Research on Leadership: Methodological Approaches

Regardless of where, how and when studies on leadership have been undertaken, they are designed to fulfil a descriptive or a prescriptive purpose, or both [Yukl, 2013, p. 19].

For the research with descriptive purpose, Bird and Mendenhall (2016) noted the majority of early effort on global leadership used qualitative approaches (see also Section 2.4.2), i.e. research with exploratory purpose such as the present one. An overview of exploratory research from the reviewed literature in traditional leadership, cross-cultural leadership, global leadership and sport leadership are compiled in APPENDIX B .

Regarding the methods, Bass (1990) asserted that virtually all that are available to social sciences have been used to investigate leadership, citing “*autobiographical analysis; biographical analysis; case studies; the evaluation of news records; memoranda, and minutes of meetings; the analysis of speeches; biodata analysis; studies of communication patterns; autologs and observers’ logs of leaders’ activities; ratings by observers, superiors, peers, subordinates, and clients; judgments of verbal protocols; and individual interviews.*” [p. 55] This is can also be observed in the overview of APPENDIX B .

The overview features conceptual frameworks, methodologies and methods and a good balance between quantitative and qualitative data gathered with various techniques. It will serve as an orientation for the definition of the research design in Section 3.

2.7 Summary of Literature Review

Various aspects exploring leadership were presented in the previous sections of this chapter. The review was structured by the approaches to investigate leadership, including the instruments and measurements, and their findings. As dictated by the research question, leadership specific to the sporting area as well as cultural framing in leadership were included. The sheer amount of styles, theories, methodical and conceptual approaches, taxonomies and terminologies, and even definition of leaders in the literature made the review exercise somewhat tedious, although the review was by all mean not comprehensive. A modest number of the approaches, theories or styles judged as milestones for/in the development of leadership research or recurrently found across reviewed material was presented and discussed. Ethical leadership, Least Preferred Co-worker (LPC), path-goal theory, servant leadership, or grid theory are only but a few of those that were not discussed.

The Approaches

With the chronological depiction of the evolution of leadership research and findings, a pattern in approaches to studying leadership could be distilled. More specifically, the focus consensually lies in examining the leaders’ and/or the followers’ traits, behaviours, the contextual boundaries, or a combination of those. Except for global leadership, leaders’ behaviour was the most frequently investigated variable across the reviewed literature for traditional leadership and sport, concurring with Yukl’s (2013) assertion that most of the research has been

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undertaken “*on leader activities and behavior than on any other aspect of leadership*” [p. 422].

As for global leadership, the explorative phase and the currently more advanced research indicate concentration on identifying individual competencies in terms of traits, skills and attributes. The nature of the global leader's tasks and work has also received attention, although to appreciably less extent than competencies. Nonetheless, these few studies are confirming traditional and global leadership are different. There is still scarce data and findings from applied research compared to the abundant behavioural investigations performed for traditional leadership. Huesing and Ludema's (2017) was the only research encountered in the literature that deals with behaviour: The researchers followed, observed and interviewed five different global executives for a few days on their jobs.

The introduction of the cultural variable as another paradigm in leadership study was depicted. Cultural effects on leadership have been largely investigated in cross-cultural studies, by means of cultural dimensions. These studies' purpose may consist in investigating transferability and effectiveness of leadership theories from one cultural cluster to another and understand the differences. Cross-cultural leadership researchers may also examine culture-specific leadership acceptance and effectiveness. Another undertaking is to discover if and which leadership style(s) could be accepted effective across as many cultural clusters as possible, if not all. The GLOBE research programme has been pursuing all three purposes.

An overview of different research on leadership and their purpose(s), conceptual framework(s) as well as the adopted methodologies was given, with an emphasis on those with exploratory character. In the case of global leadership, quantitative instruments for data collection have meanwhile also made their way and firmly established into the used research methodologies, while the initial exploratory phase saw a domination of the qualitative approach. The reviewed material shall provide guidance for the elaboration of the research design for the present study.

The Findings

Leadership behaviours', styles' and theories' appropriateness and effectiveness are pending a range of situational variables, and of course leaders' characteristics. Nevertheless, the reviewed material persuasively indicates towards transformational leadership as the *a priori* preponderant paradigm and conceptualisation regarding leadership effectiveness since its inception - whether from a traditional perspective, across cultures, or in the sporting area - however not yet on the global stage as far as the reviewed literature could reveal.

Bass (1990) had already claimed transformational leadership's augmenting effect when paired with transactional leadership [p. 220]. He conceived the components of transformational leadership to be charismatic leadership, inspirational leadership, intellectual stimulation and individualised consideration [p.220]. By 1997, findings from cross-cultural leadership studies motivated him to reiterate the likeliness of transformational leadership's universality: Investigations were completed or had been undergoing on all continents except in Antarctica [Bass, 1997, p. 130]. Its conceptual foundation, he argues, tolerates “*democratic and partici-*

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pative” and also, rather counter-intuitively, “*autocratic and directive*” traits or behaviours [p.136]. Although significantly overlapping with charismatic leadership, transformational leadership is many scholars’ preferred designation because of its main conceptual distinction from the former: devoid of a dark side.

Curiously, and explicitly pointing to this very reason, GLOBE chose to label their near universally accepted behaviour charisma/value-based leadership [House et al., 2004, p. 66]. It comprises the subscales of visionary, inspirational, self-sacrificial, integrity, decisive, performance-oriented behaviours, and was scored highest by samples across all cultural clusters.

Expressly and conceptually distinguishing global leadership from cross-cultural leadership, researchers have, to date, concentrated on global leaders’ competencies and recently integrated them in three overarching groups:

- Business and organisational acumen,
- Managing people and relationships,
- And managing self.

As for the style or model, Huesing and Ludema (2017) pointed to shared leadership as a suitable from their observations in the field [p. 34].

Global Leadership outside Corporate Management

To date, most of the available investigations revolve around North American and Anglo-Saxon conceptual frameworks and assessment of leadership (cf. [Park et al., 2018]), and cursory review of referenced studies suggests they were elaborated under the influence thereof. Global leadership has been investigated from other perspectives outside the corporate business framework, from the military [DiBella, 2019] to politics [Adler, 1997], or by gender [Ibid.]. These are first and much needed steps towards a diversification and more global approach to the research on global leadership. Turning to sport as valid and suitable platform is a legitimate and promising endeavour. No study in this direction was found, not even remotely overlapping with the intent and the approach of the present research.

3. Research Design

The sections of this chapter detail the chosen type research and the type of data, the potential sources for suitable data, as well as the collection, management and analysis methods.

With respect to non-existent findings for global leadership in the team sports area (see Sub-sections 2.4.2 and 2.5.2), in particular in the field of professional and top-flight association football as a field of study, the present research is conducted for exploratory purpose. Exploratory is understood as first undertakings “*to examine a thing or idea for diagnostic purposes, to search it systematically for something*” [Stebbins, 2001, p. 2] by making sense of the findings. The data that will suffice the exploratory character of this research shall be ample, provide detailed and not limited insight to be meaningful. Data shall also be collected as to maximise probability to address the research question as introduced in section 1.3: How does global leadership manifest in professional sport?

Semantically, answering the research question entails an overlapping of descriptive and exploratory approaches. Descriptive approach covers the circumstances for the global character of top-flight association football, as well as the manner coaches, their staff and players, as well as their opponents address and handle these circumstances.

3.1 Research Methodology

Antonakis et al. (2004) observe the majority⁵² of research on leadership uses quantitative methodology, and probably because gained data and methodology are more appropriate for testing [p. 55]. However, they also note a counter-indication in the case of not unambiguously measurable data [p. 54]. Such would be the case for not new exploratory research within leadership's trademark complex dynamics.

This is supported by an expert's call for use of qualitative data [Bass, 1990, p. 887]. Counts by Bird and Mendenhall (2016) on early research on global leadership are further confirmation of appropriateness of the qualitative approach –see also discussion on methodologies of early global leadership studies in Sub-section 2.4.1. Some of the examples of exploratory research on leadership [Ackerson, 1942; Adler, 1997; Côté; Sedgwick, 2003; Hodge et al., 2014; House, 1985; Huesing; Ludema, 2017; Ikegami et al., 2017; Jones et al., 2014; Kelly, 2004; Kihl et al., 2010; Parent et al., 2009], and listed in APPENDIX B, focus exclusively on a qualitative approach confirm the appropriateness of the chosen methodology.

3.1.1 Research Methodological Framework and Approach

Charmaz (2006) refers to Grounded Theory as “*a method of conducting qualitative research that focuses on creating conceptual frameworks or theories through building inductive analy-*

⁵²Considering the year of publication, this count most probably refers to traditional and cross-cultural research, which, by then, were no longer in their respective starting phases. However, even if research on global leadership had been counted in, their numbers at that time –and today- could not have tipped the balance.

sis from the data” [p. 187]. Furthermore, the research question entails nothing or “*little is known about a phenomenon*” in the investigated area [Chun Tie et al., 2019 pp. 2-3]. Therefore, Grounded Theory is deemed a congruent and appropriate methodological framework for the present exploratory research.

The workflow process for the Grounded Theory methodology as depicted in Figure 14 will be guiding the research activities. However, the purpose and the time allocated constrain to implementation to a single downward stream comprising purposive sampling (see also Sub-sections 3.1.2 and 3.1.3 for more details), collection of data (Sub-section 3.1.1 and 3.2.1), initial, intermediate and advanced coding with constant comparative analysis of the initially collected data (Sub-section 3.2.2), without further theoretical sampling nor concurrent data collection and analysis. Neither does the aim of the research consist in the formulation of any (grounded) theory, nor in the testing or verification of hypotheses or theories.

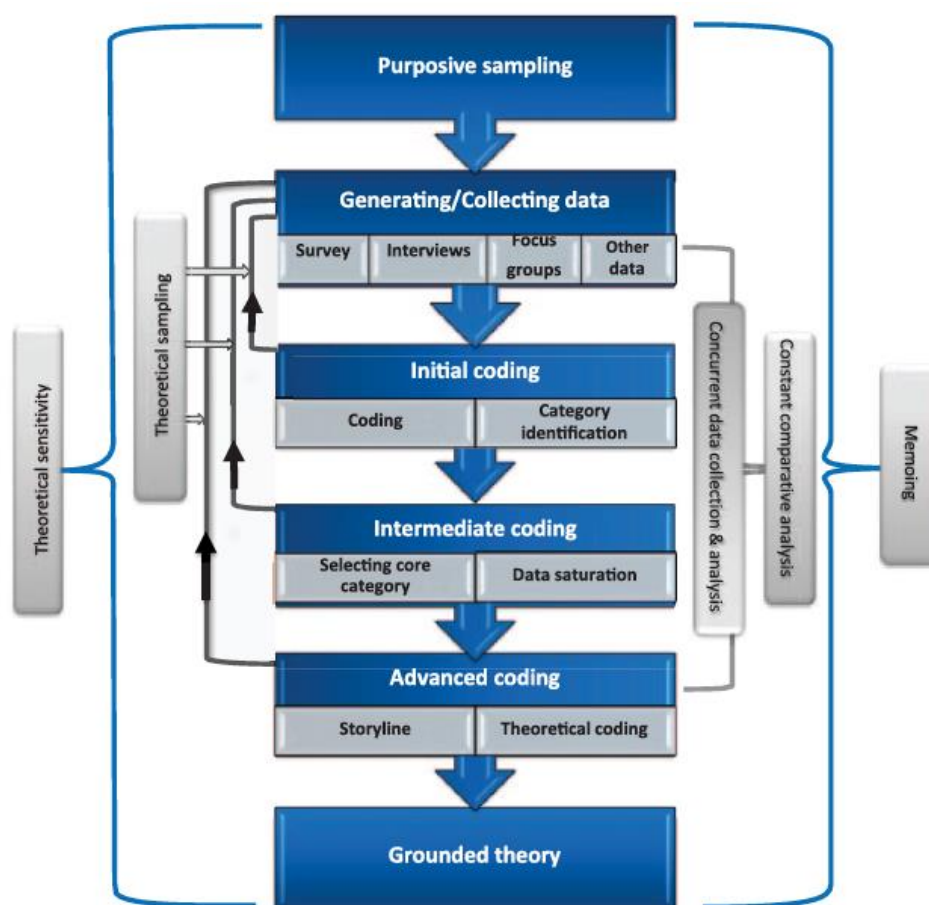


Figure 14: Research Design Framework with Grounded Theory Methodology
Source: [Chun Tie et al., 2019, p. 3]

Theoretical sensitivity of collected data and of the generated codes shall be assessed based on the reviewed material discussed in Chapter 2. Hypotheses and answer(s) to the research shall be induced from the collected data, with the intent to enable broader meaningful insights, and ease revelation of patterns and emergence of new, unexpected or domain specificities [Saunders et al., 2009, p. 488] - a flexibility a stiff quantitative questionnaire would not

offer. The conceptual framework detailing the contents sought in the data for this exploratory research is outlined in Sub-section 3.1.2.

3.1.2 Conceptual Approach

Since this is an exploratory research, a hard conceptual framework may be restrictive and exclude meaningful aspects of the investigated environment and/or individuals. Rather, a guiding framework or conceptual approach modelled after other exploratory studies from the literature on (global) leadership will be followed. Therefore, data relating to personal traits, characters, attributes and competencies of these head coaches will be the main focus. Evidence on behaviour or nature of the tasks is optional and may be considered.

The clarification/definitions of global/global leadership GL2, GL4, GL8, GL10 and GL13 in Table 7 broadly apply for the present study. The geographical factor is deemed secondary, if not relevant, at this stage.

3.1.3 Purposive Sampling: Target Group

Purposive sampling as depicted Figure 14 is a distinctive feature of Grounded Theory methodology as confirmed by [Saunders et al., 2009, p. 239] who also describe purposive sampling's characteristics to *"best enable answer [your] research question(s) and to meet [your] objectives."* [p. 237]

In Subs-section 1.2.2, professional football was posed as a global discipline, in particular the Big Five from England, France, Germany, Italy and Spain, the highest-performance/elite leagues in the industry. By extension, head coaches working in this environment are hypothesised as global leaders in terms of the span and scale of their influence, and the environment in which they are working (see orienting definitions/clarification in Sub-section 3.1.2 and Table 7). Next to the aforementioned Big Five leagues, the Austrian, Dutch, Portuguese and Turkish leagues will be considered because they have been regular competitors at or were winners of at least one major/elite continental title (UEFA Champions League and UEFA Europa League) between the years 2000 and 2020 [UEFA.com, n. y.-a, n. y.-b], or have produced several coaches who belong to that elite. The starting point in the year 2000 coincides with the beginning of the globalisation of these top-flight leagues as described in Section 1.2.

Retired and active football head coaches from these top-flight professional leagues are the main targets of the investigation. The targeted individuals shall be or have been active in these top-flight leagues for a minimum of 8 years. This minimum threshold is derived from Swann et al. (2015), with a minor relaxation for the criterion of experience of elite/high-performance individuals at that level averaging 12.7 years [p. 6]. It is featured to account for expert knowledge. Note that achievements in terms of titles or honours are not a requirement. These criteria are defined as to not restrict the yet unknown population size for a purposive sampling and available data (Sub-section 3.2.1.1), however still sufficiently stringent and sound for an exploratory purpose.

3.2 Research Methods

In the following, details of the methods used for data collection, including data source identification and data type matching the research design and methodology are described. This section also features description of the data management techniques.

3.2.1 Data Type, Collection, Sources and Management

In their study on the job requirements for contemporary football coaches, Morrow and Howieson (2014) pertinently noted in their methodology section: “(...) *gaining access to key individuals involved in the world of professional football is difficult because of its closed nature and a suspicion of outsiders.*” [p. 519] Other professional researchers had previously issued similar warnings [Crust; Lawrence, 2006, p. 37; Kelly; Harris, 2010, p. 490]. Few negative or majorly no responses to first handful requests inviting to participate to the present research confirmed these observations and warnings.

Consequently, secondary data was selected as the main focus for evidence collection. Exploring archival/secondary sources allows for realistic access and coverage of domestic, international and global data vital for answering the research question, without impairing the master thesis' timeline and the overall quality of the research activities.

The use of secondary data for leadership research was further validated by comparison with research studies [Ackerson, 1942; Adler, 1997; Hodge et al., 2014; House, 1985; House et al., 2004; Huesing; Ludema, 2017; Ikegami et al., 2017; Jones et al., 2018; Kelly, 2004; Morgan et al., 2015; Parent et al., 2009] for which autobiographical, biographical or archival data (e.g. magazines, newspaper articles, non-academic publications) was used.

3.2.1.1 Data Sources

Documentary material of secondary data according to classification by [Saunders et al., 2009, p. 259] shall be used and include two types:

- Written (e.g. journals, newspapers, diaries, interview transcripts, magazine articles, books, blogs, web pages, forums) in printed or electronic format;
- Non-written, i.e. audio/video recordings, artefacts (e.g. TV or radio broadcast, official websites).

Risks inherent to the use of secondary data are acknowledged [Saunders et al., 2009, pp. 269-272]. These include impossibility to reliably retrieve initial intent or purpose leading to the primary collection, available but access-restricted or not useful data, scarcity of meaningful archival data contributing to answering the research question. These aspects will be discussed in the following paragraphs and sections.

3.2.1.2 Data Collection Technique and Guidance

According to Charmaz (2006), the quality of the research is not only based on ample data; the data also needs to fulfil the criteria of “*suitability and sufficiency*” [p. 18].

Regarding suitability, the data collection technique will consist in content analysis. The content analysis shall focus on the descriptive and qualitative question: “*Does this document contain the characteristic for which I am searching?*” [Thomas; Brubaker, 2008, p. 158]. Following Thomas and Brubaker’s (2008) recommendations, the following five steps for conducting content analysis are implemented: “(1) *stating the general question that the research project is intended to answer*, (2) *decomposing the general question into constituent subquestions*, (3) *finding communications that will likely answer the subquestions*, (4) *inspecting communications to locate passages pertinent to the subquestions*, and (5) *recording and organizing the results of the inspection*.” [ibid. 160] The implementation of these steps for the present research is as follows:

- Step (1) for stating the general question is part of Section 1.3.
- For step (2), and analogue to preparing structured or semi-structured interviews, some guidance for screening and recognising pertinent data is advisable. For this, a set of sub-questions as data collection guidance is derived or decomposed from the research question and from the conceptual. The data collection guidance is in APPENDIX C . Additionally, the following keywords individually or in any random combination were used for sources or data location: football, manager, leadership, culture, coaching style, transfer, scout, on-boarding, language, group building.
- Step (3), (4) and (5) are practical processes that are summarised in the next subsection for data management.

Contents analysis applies to both written and unwritten material from secondary sources.

Availability of the secondary data had been cursorily checked during the creation of the research proposal. Identification of potentially useful and meaningful data in sample sources in the public domain encouraged the approach. These included biographies, autobiographies, published interviews, conference retransmissions, newspapers, journal and magazine articles and their respective archives. Contemporary technologies, such as the World Wide Web and electronically distributed, available and accessible sources, shall be leveraged to maximise data amount (e.g. specialised online magazines such as www.fourfourtwo.com, www.gazetta.it, www.kicker.de, various youtube channels, web sites of clubs, ebooks.com, etc.). This may include relying on sources using other languages than English.

Interviews with informed sources belonging to the entourage of targeted football head coaches such as specialised journalists or collaborators were initially not considered due to the allocated timeframe. Complementing data collection with those primary sources will be adjusted as required, as data collection will be progressing and as timeframe allows.

Regarding sufficiency, data collection is framed by the collection guidance discussed above and by two time constraints, one for the research activities, and the other for the date of pub-

lication. The former is set by the university. For the latter, data between 2000 and December 2020 was analysed and collected, thereby matching the time window for the definition of sample target group.

Another risk inherent to secondary data lies in the data itself. The following assessment criteria as recommended by [Scott, 2014, pp. 19 ff.] shall be applied:

- Authenticity: The data shall be ascertained as genuine.
- Credibility: The data shall be ascertained as reliable and true.
- Representativeness: Carry out assessment for how typical/untypical the data is.
- Meaningfulness: The data shall be assessed as intelligible and coherent.

These assessments may take place during data collection or/and during data analysis.

3.2.1.3 Data Management and Organisation

Following Chun Tie's et al. (2019) recommendations, special care shall be taken for data management practice to enhance quality and rigour of the research.

For data organisation, the available guidance for integrative literature reviews for contents integration and synthesis for inference of new knowledge (e.g. [Callahan, 2010] and [Torraco, 2016]) will be followed. This comprises tabular structuring of data properties with at least source(s), date of creation/review, comments on the context surrounding primary data collection, type of primary medium (e.g. radio speech if only transcript is available), original language of data [Callahan, 2010, p. 301]. Adopting this data management approach shall contribute to *“reinforce [the author's] findings”* and cater for safer handling and mapping of data.

Creation and handling of the corresponding database shall be computerised. Equally crucial, data analysis shall be assisted with corresponding software [Chun Tie et al., 2019, p. 7]. Software application Maxqda® (license available at Fachhochschule Vorarlberg) is used for this research for qualitative data analysis.

3.2.2 Qualitative Analysis of Secondary Data

Upon completion of collection, the data shall be systematically coded and structured. Ideas emerging from this step will be integrated and critically analysed, much in-line with methods of Grounded Theory [Mills; Birks, 2014, pp. 114-115]. The coding is data analysis aiming at eliciting patterns or concepts from the data towards proposed answer to the research question [Chun Tie et al., 2019, p. 4]. Based on [Mills; Birks, 2014, pp. 114-115] and without further theoretical sampling (see Sub-section 3.1.1), this inductive process shall consist of:

- 1. Initial coding: Examining and scrutinising raw data contents as collected by assigning meaning, with the aim to assign elicited smallest meaningful units addressing guiding conceptual framework research question, subquestions (see APPENDIX C). Units are assessed for similarities and differences, and for credibility, representative-

ness and meaning. The identified smallest units are labelled with meaningful underlying ideas, patterns or meanings of words or group of words: a code. Such initial codes may consist of verbatim phrasing from the data [Chun Tie et al., 2019, p. 5].

- 2. Intermediate coding: Next level revisiting the codes with aim to build more abstract, interconnected or related constructs (comparative analysis with collected data), generally smaller in numbers than codes: categories. Reallocation or integration of categories may already occur during this stage.
- 3. Advanced coding: building a storyline from core codes that connects the categories and the emergence of even more abstract constructs: “*theoretical codes*” [Mills; Birks, 2014, p. 115].

As an important of the methodological approach, and because of its contributing to the quality and rigour of the research [Mills; Birks, 2014, p. 115], memoing shall continuously take place throughout data collection and data analysis. Memoing consists of recording constructive ideas and reflections about the data. These may prove helpful for data analysis, and data auditing.

The synthesised findings will be critically analysed with respect to validity and limitations. Finally, the findings will be positioned in the landscape of current investigation status on global leadership.

3.3 Collected Data

Consulting archival data at publishers’ archives or specialised press⁵³ and conducting semi-structured interviews with the target group were initially intended. As it became logistically challenging amid the COVID-19 pandemic throughout the year 2020, other sources were used.

The collected data stems from statements, comments, answers, and reflections contained in various publications including biographies, autobiographies, memoirs and other nonfiction books written by authors from their close circle (e.g. [Perarnau; Judd, 2017]), or co-authored by the head coaches in question (e.g. [Ancelotti et al., 2017]), or publications from professional association (e.g. [Carson, 2013]). Other sources are newspaper articles (e.g. [Guardian Sport, 2017]) and audio-visual material from interviews, documentaries, lectures and conferences (e.g. [USI Events, 2019; Università degli Studi della Campania, 2019; London Business School, 2019]). The latter were transcribed verbatim (including pauses, interjections and onomatopoeias) by ear. Sample crosscheck with peers, and with native speakers as far as not easily intelligible due to noise background, was performed after transcription.

Sources in different languages were consulted, thereby increasing probability to find meaningful evidence. Next to English, sources in Dutch, French, German, Italian, Spanish and Portuguese were considered, as these are the languages of the initially targeted football

⁵³ For example, AP Archive, El Mundo Deportivo, Sportsfootage, L’Équipe, La Gazzetta dello Sport

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coaches and of targeted representative globalised top-flight leagues. Coaches were screened from the following top-flight leagues were screened: The Netherlands' Eredivisie, England's Premier League, France's⁵⁴ Ligue 1, Austria's and Germany's Bundesliga, Italy's Serie A, Argentina and Spain's Ligas, Brazil's Série A and Portugal's Primeira Liga. As a result, media with extensive coverage of global football in the forms of match transmissions, interviews, commentaries and reports are commonly working in these languages. However, as the data collection process was advancing, material in Dutch and Portuguese were skipped due to a comparatively low hit rate; these were discarded from the database in APPENDIX E. Data in the other five languages⁵⁵ is extensively available and readily accessible. Except for entry {294}⁵⁶, APPENDIX E features the statements in original languages from the referenced source. The quotes/evidence were not translated before the subsequent data analysis, thereby remaining close and faithful to the original data. Furthermore, translation would have been time-consuming without appreciable benefit for the analysis. Coding, categorising, memoing were done in English.

Statements from/about twenty-eight head coaches, one sport director and one assistant coach were gathered. These are either their own statements, or comments from their peers, staff members, players, biographers, observers and journalists. Short profiles/officials of the sampled head coaches with name, nationality, language skills, highest competition level or leagues, and years of experience are listed in APPENDIX D. The following requirements for the targeted individuals according to Sub-section 3.1.3 were not fully met:

- Expert 3 do not fulfil the experience requirements of minimum 8 years in the top-flight leagues, continental or global competitions. Expert 3 is not a head coach but a former player and an assistant coach.
- Expert 16 is not a head coach but a technical director and scouting expert who operates on global scale for talent hunting.

These deviations are deemed acceptable for a first exploratory approach. Moreover, these individuals still offer meaningful first-hand insights into the environment of elite leagues due to the fact that they have been associated to the industry for a much longer time than 8 years, and are in regular exchange with the main target group for the present study (e.g. membership in the League Managers Association in the UK with joint development programmes [Carson, 2013, p. 6]). Also, their inclusion served to make the data source broader and not being one-sided from the perspectives of fewer individuals. This caters for balance in the statements because more material is available on some head coaches than on others. In general, data was readily available and accessible for the more experienced coaches in years, in competition level and variety of working places/countries.

For contemporary relevance, the majority of the consulted sources/data date back between the years 2001 and 10th December 2020. As presumed following the necessary change for data collection strategy, a wide range of secondary data satisfying the data collection guid-

⁵⁴ ... and Monaco's

⁵⁵ Linguistic Big Five? See Section 1.2.

⁵⁶ Spoken Alsatian transcribed to Standard German

ance/sub-questions (see APPENDIX C) could be found. The result of the data collection in text format is an equivalent of 70 pages in A4 paper size⁵⁷.

Since data was acquirable and accessible without restrictions, no consent for further use was formally requested. Assessment of secondary data quality prior to use followed Scott's (2014) recommendations:

- **Authenticity:** As explained in Sub-section 3.2.1.2 and demonstrated in APPENDIX E , data source and other properties were systematically recorded to form the datasets, thereby ascertaining authenticity.
- **Credibility:** Neither negative evidence nor disclaimers tainting the veracity of the statements or evidence were found. For an area and individuals overly mediated, inconsistencies or untruthfulness were likely to be reported and found during data collection. Moreover, neither controversies nor speculations emanate from data.
- **Representativeness:** The data represents each individual speakers' or writers' subjective point of view, which is key for the present research. Moreover, the representativeness lies in these individuals being members of the target group for purposive sampling, or closely associated. And finally, no single or isolated cases were found only with one of the sampled individuals, thereby contributing to the representativeness of the finding.
- **Meaningfulness:** Contextual records/remarks for primary collection enhanced meaningfulness in the data. Only for few exceptions, the context in which the statements were originally collected is not traceable. For instance, the reference questions to the answer were trimmed from the recordings (e.g. entries {3} to {15} in APPENDIX E), or the exact setting in time or space of the statement is not explicitly given. Nevertheless, the statements' contents are sufficiently meaningful and unambiguous for further analysis.

The datasets are provided in tabular layout in APPENDIX E . Explanatory notes for the database columns are given in Table 11 - in a transposed layout on the next page.

Database was created and organised in Microsoft Excel. Quotes/evidence were exported to the software MAXQDA version 2020 for computer-assisted analysis.

⁵⁷ Identical with the core text of the present document: font: Arial, size: 11

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Dataset column title	Explanation	Example
Entry Number	Position number in the database, useful for cross referencing	{416}
Quotes/Comments	The actual evidence, logged with page number from books or time stamp for transcribed audio/videos files	p. 87: He [Eriksson] has instilled self-belief. He does all his talking beforehand. I think he feels that's enough. He's not one to leap off the bench shouting orders.
Speaker [Subject]	Individual who made the comment or statement [Coach for whom comment or statement applies]	Gerrard Steven [Eriksson]
Type	Whether comment or statement was directly gathered (direct quotation), taken from a third source (referred quote) or an observation (speaker/author's comment)	referred quote
Context	Detailing the context in which the comment/statement was made, or the question if from an interview	on how he perceives Eriksson after 2 years of collaboration Reference: soccer.net
Setting/Medium	The occasion at which comment or statement was made or gathered/ Type of medium such as book, vide	eBook
Author/Interviewer	Person who primarily gathered the comment or statement	Birkinshaw Julian, Crainer Stuart
Title	Book or video file or conference title, as retrieved	Leadership the Sven-Göran Eriksson Way - How to turn your team into winners
Publisher/Editor/Producer	Individual or organisation that made the data available	Capstone
Language	Language in which the comment or statement was gathered	English
Publication Date [retrieved]	When the evidence was released [when it was accessed for the present study]	2004
URL	Uniform Resource Locator for data gathered from the world wide web	-
Original format	Format of the gathered comment or statement (e.g. text, video file, ...)	Text

Table 11: Explanation of Database in APPENDIX E (Transposed Layout)

4. Qualitative Data Analysis Results and Findings

The analysis of the collected data in APPENDIX E reveals patterns of the head coaches' competencies that may be divided in five main categories:

- Personal traits or those individual characteristics virtually unrelated to the job or position, see Section 4.1.
- Cognitive competencies type of knowledge or intellectual properties: Section 4.2.
- Operational and strategic competencies required for or displayed in action see Section 4.3.
- Intrapersonal skills, directed inward, for improvement or maintenance of cognitive or emotional/attitudinal competencies: Section 4.4.
- Managing relationships and others, to interact with the outside environment: players, collaborators, media, fans, and opponents: Section 4.5.

Since the approach of analysis is qualitative, the findings in the following sections are to be understood in terms of frequency. Neither are they presented in any order of priority.

4.1 Personal Traits

Personal traits are those attributes and competencies that are not directly conditioned by the job or tasks. They consist of two sub-categories of character and attitudes or beliefs/values. The character may be seen as a blend of personality and stable states expressed in behaviours, such as courage, ambition or passion. Table 12 provides the list for personal character with short description and example referring to the entry number in APPENDIX E .

Character	
Calmness	(Naturally) maintaining tranquil composure in focus and emotions, e.g. {438}.
Down-to-earth	Acting/thinking reasonably without pretensions, e.g. {378}.
Vulnerability	Emotional vulnerability: e.g. {219}.
Highly ambitious	In sporting terms, in standards and expectations in area of life to himself first, e.g. {254}.
Passionate	Strong emotional involvement in any area, about the game, about people, about learning, e.g. {267} {380}.
Inner drive to succeed	Intrinsic motivation, ideally transferred to others, e.g. {179}
Genuine interest in the person/personality	1) To discover and understand people or 2) to develop or properly train talents, e.g. {381}.
Generosity	Towards players, staff, e.g. recognise potential and talent in an allegedly undisciplined talent that may jeopardise his own career and credibility, and giving him a chance to play and prove others wrong. {238}.
Determination	Related to values, visions and their achievement. Not necessarily relating to competition, e.g. {16}.
Fighting spirit	Related to competition, e.g. not giving up after loss, different from "Determination", e.g. {2}.

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Character	
Perfectionism	For task completion and player achievements, e.g. {137}.
Sense for aesthetics	Relating to the game at highest level and to players' attribute, e.g. {120}.
Courageous	Facing challenging, uncertain situations, e.g. insisting press conference in a foreign language with limited skills {417}.
No fear of defeat	Particularly when winning a winning streak, e.g. {37}
Affectionate	Creating or not excluding an emotional bond, e.g. {308}, {2}.
Humility	Awareness of own weaknesses or impotence, and the capability to step back or seek support, e.g. {20}.
Trusting	Showing no fear or hesitation to delegate or responsibilities or hand "destiny" to players, staff, executives, strangers, foreigners. Thanks to relationship building, knowledge/understanding of human nature and loyalty to people. e.g. {205}.
Strong/durable character	Operative consequence: dealing with or ignoring rumours/damaging public opinion, e.g. {254}.
Uncompromising	Related to behaviour and attitude, i.e. to rules and values e.g.: group over individuals, training well, e.g. {313}.
Winning mentality	At all costs, even ugly wins, e.g. {261} {41}.
Integrity	Being/remaining honest and aligned in values, actions and thinking, towards others and self; including confronting others. This character does not contradict adaptiveness, but is congruent with values, e.g. {177}.
Demanding/challenging	Achievement requirements, professionalism to self, to players, to staff, to executives, and even to fans, e.g. {126}

Table 12: Global Football Head Coaches Personal Character

Attitudes and beliefs are empirically and/or cognitively developed and represent traits that may be elaborated. These traits build the foundation, motives and targets for actions. Table 13 provides the list for personal attitudes and beliefs with short description and example referring to the entry number in APPENDIX E .

Attitude and Beliefs	
Awareness of roots	Acknowledging and grounded to where they came from/what they've been through to where there are today, e.g. {3}, {441}.
Away from ethnocentrism	Not only themselves but the group/organisation they are influencing, e.g. {174}.
Cross-border attitude	Wanting to know how others are, what others do, wanting to go beyond their boundaries, e.g. {148}, {3}.
Embrace diversity	Welcome or even look for different perspectives, people, not only different origins or culture, e.g. when building a team {159}, {204}.
Feeling comfortable	Confidence and comfort outside comfort zone: abroad, in an unfamiliar setting, in a new language, etc., e.g. {302}.
Multicultural mindset	Seeing normality and naturalness in cultures co-existing, e.g. {293}
Advocating international/global society	Clearly expressing the wish to intentionally bring people of different origins together, e.g. {394} {289}.
Values	What is principally important/right (and apparently not-negotiable) for the individuals or the group, e.g. {385}.
Vision	Conceptual form of what they want to achieve or see, e.g. {181}.
Ethical/social accountability	A morale based attitude also responsibility towards society, legacy, organisations, towards self, e.g. handling everyone equally {122}

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Attitude and Beliefs	
Humane-oriented motivation	Driven by the belief or force that actions are meaningful to others/for others. Believing in the good humane nature of people and ultimately able to trust them, e.g. {42}. Not entirely covered by philanthropist, altruist or humanist.
Identification with organisation	Complying to employer's requirements (country or club) and acting congruently in professional terms, including fighting to win, defending policies, maybe speak their language, e.g. {403}, {77}
Inclusive	Providing a platform that welcomes any person from any culture with various needs {189}.
Critical of extrinsic motivation	Motivation for excellence at this level should come from the players e.g. {467}.
Non-judgmental	An extension of open-mindedness and including holding no grudge or hard feelings towards journalists or in describing individual characteristics of national leagues or players, e.g. {329}, {125} .
Believe in leveraging sport for growth	The role of sport in education or in development/maturation of individual, e.g. {239}, {200}.
Believe in sport's importance in society	The ethical and functional role in bringing people together, e.g. {176}, {434}.

Table 13: Global Football Head Coaches Personal Attitudes and Beliefs

4.2 Cognitive Complexity Competencies

Cognitive complexity relates to type of knowledge or intellectual competencies. They are generally domain-related. The competencies are listed in Table 14 with short description and example referring to the entry number in APPENDIX E .

Cognitive Complexity	
Proven domain-expertise knowledge	Tactics/playing systems, assessing the opponents, players characteristics however not sufficient, e.g. {446}
Intellectual intelligence	Sound judgment for decision-making, processing overflow of complex information as a result of multiple sources, e.g. {35}, {50}, {94}.
Recognising talents	Whether players or collaborators, e.g. assessing before inviting for interview, e.g. {346}, {379}
Unconventional thinking	Thinking outside the box, transfer/leverage ideas between fields, exchange with specialists from other fields (psychologists) or disciplines (rugby), e.g. {49} {482}
Integrating various information from multiple sources	Information or legacy from different generations, people, countries, culture, other fields e.g. {256}

Table 14: Global Football Head Coaches Cognitive Complexity

4.3 Operational and Strategic Competencies

Operational and strategic competencies are those required or displayed in action. They are generally domain-related. This category includes (Intercultural) Communication Competencies that are sub-categorised in nine distinct competencies. The competencies are listed in Table 15 with short description and example referring to the entry number in APPENDIX E .

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Operational and Strategic Competencies	
Scanning environment, people, society	Gathering insights by the scanning environment, players' profiles/personalities, opponents, change in the job or society for operational purpose, e.g. {159} looking for strength/qualities in players.
Adaptiveness	Situational or topic adaptiveness, i.e. in a country, cultural/societal trends, playing style/tactics, people. Sub-skills are listening, scanning environment/people and learning, e.g. {157}.
Change agent	Establish or revise practices, growing players/collaborators, e.g. {297}.
Relationship building	Creating relationships, individual or across the group/team building (boundary spanning), e.g. {159}.
Multivariate experiences	In kind (people, football), in duration, in width and depth, e.g. {37} " <i>Fear is the biggest weakening factor.</i> "
Assertive	An expression of confidence resulting from knowledge, e.g. {246}, {459}
Freedom to remain subjective	In their decisions relative to the game, including not necessarily relying on statistics or on others' warnings, e.g. {238}.
Creativity/leveraging of experiences	Call similar schemes or reproducing proven approaches, or blending many for an issue at hand, e.g. {192}.
Intuitiveness/counter-intuitiveness	Situational decision-making, e.g. {50}, {238}.
Stepping back/seeking support	Knowing own limits or weaknesses, in whichever area they do not understand: analytics, players, language, organisation, culture e.g. cultural link in an organisation/a country {350}, specialist staff-members {393}, relationship management {456}.
Accepting uncertainty	Featured in preparation of the game, e.g. {72}.
Leveraging cultural distance	Tension reduction and search of synergy with Euclidian cultural distance e.g. {53}, however carefully not to exclude others, e.g. {318}.
Leveraging historical/cultural legacy	Of the club/country/people e.g. {280} Japanese' collectivism and physical stature.
Meticulousness	Wanting tasks to be done with highest attention and excellent results, and acting accordingly, e.g. extensive traveling to scout players {419} or analysing opponents in every single detail {117}.
Dealing with public opinions	Ignoring rumours, public opinions, and judgment {403}.
(Intercultural) Communication Competences	Set of skills and attitudes used to interact with others, including the medium (e.g. speaking) or setting (dialogue in individual exchange), the style (humorous and persuasive).
Communication styles	Recognise which style is appropriate: verbal, touching, screaming, which audience including multicultural and sometimes using universal language, e.g. {224} scream.
Speaking different/foreign languages	Often linked to issues related to fluency and affecting operation, e.g. emotional triggering or loss in translation. The general attitude, however, is that languages must be learnt, even at the expense of making mistakes or not being properly understood, e.g. {139}, {77}.
Speaking meta-language of football	Communicating through domain-specific understanding, which should be universal and understood by those involved, e.g. understanding what passing means, e.g. {111}.
Body/kinaesthetic intelligence	As appropriate or expected in an activity such as sport, recognising and leveraging it, e.g. {111}.
Press/media communication	A constellation in regular operations, requiring a type of communication, e.g. {404}.
Individual communication	A constellation in regular operations, requiring a type of communication, e.g. {145}.

Operational and Strategic Competencies	
Unequivocal communication	The manner to transmit messages, e.g. explaining rules or setting expectations, e.g. {238}, {443}.
Humour	With respect to perceived own failure or challenge, or to deal with hostile interlocutors, e.g. {132}.
Persuasive	Type of communication reflecting societal paradigms or personal conviction, e.g. {228}, {286}.
Long-term visionary	Relating to organisation in terms of strategy, and also to player development, and for them and their staff personally, e.g. {267}.
Inspirational	Head coaches' tangible and perceptible behaviours that instill the urge to act in others beyond their current limits, e.g. {248}.
Charisma	As expressed by others (players, peers/collaborators) in how the head coaches' qualities appeal to them or lasted on them, e.g. {481}. <i>Note that this one was less frequent than "inspirational" in the data because statements from players or collaborators are scarce.</i>

Table 15: Global Football Head Coaches' Operational and Strategic Competencies

4.4 Intrapersonal Competencies

Intrapersonal or managing-self competencies are catering for learning and improvement processes (Table 16), or for emotional well-being and regulation (Table 17). The competencies are listed in these two tables with short description and example referring to the entry number in APPENDIX E .

Inquisitiveness	
Readiness for the new	(Wanting to) explore the unknown, e.g. new assignment with new collaborators in an unknown country, e.g. {264}
Eager to learn	Understand or practise new additional skills or reinforce competencies, e.g. new tactical schemes or collaborators' opinions/feedback, e.g. {256}
Willingness to make mistakes	Not ignoring that things may not go well, which is before they are undertaken, e.g. {74}
Open-mindedness	To solutions, to practices, to opinions, to people, etc. e.g. {153}
Learning about/from others	Learning about subject as diverse as use of technology, coaching or tactical schemes, languages, thinking schemes, people, etc. Equally, the sources range from peers to staff, players and people outside the business, e.g. {322}.
Continuous learning	As a result from experience or as an initiative action, i.e. the capability to learn, e.g. {415}
Reflection-reinvention	Critical to self and reassessing or reworking ideas, e.g. {267},{ 72}
Fast learning/adaptation	The pace of the learning process, e.g. {30}
Effort and dedication in professional growth	Learning towards alignment of competencies with actual job requirements, e.g. {7}, {358}
Activities/interests outside core business	Varying from person to person, however the data reveal activities such as investing in companies without any apparent relation to football, e.g. medical company {479}, lecturing at universities {380}.

Table 16: Global Football Head Coaches Managing-self Competencies Inquisitiveness

Emotional States Regulations	
Stress/pressure resilience	Inner strength for coping with external and internal conflict, pressure or turmoil, e.g. {374}.
Composure	Attitude resulting from self-management and emotional responsiveness. Focus/composure to appropriately navigate emotionally charged, both in difficult {267} and in positive moments {424}.
Externalise emotions	A self-management technique, often necessary process to terminate a process and start another one, e.g. partying following a win, and then move on to the next game {424}
Acknowledging/displaying emotional strain limits	Outburst not unusual, e.g. {412}
Accepting defeat/failure/mistakes	Different from "willingness to make mistakes" because this one is after the event, and is about being comfortable with it, e.g. {250}
Not letting go	Keep track of events, possibly to turn it as a motivation, e.g. {78}.

Table 17: Global Football Head Coaches Managing-self Competencies: Emotional States Regulation

4.5 Managing-Relationships and Others Competencies

The competencies in this section relate to those displayed or put into action when directly interacting with individuals or a group of individuals (e.g. player, team, media), and also indirectly as with fans or with opponents. The competencies are listed in Table 18 with short description and example referring to the entry number in APPENDIX E .

Managing Relationships and Others	
Scanning people	For emotional states, needs, meanings, gestures, interactions of/with players, staff members, fans, opponents, journalists for the purpose of the interaction, e.g. {168}
Knowledge/understanding of human nature	Understanding of needs, emotional state, gestures, and correspondingly leveraging insights. Paired with scanning people, it is the part that aids the insight, for example to be aware of player's personal environment, e.g. for players away from home {61}.
Considerate	Attitude including being (1) sensible, (2) empathetic and (3) tactful, i.e. having the (1) sensibility to try to (2) understand others and, when they do, (3) act accordingly. It applies to both short-distance (direct) and long-distance/wide (e.g. fans over the globe) interactions, e.g. {109}
Ambiguity/uncertainty tolerance	Allowing space, freedom, and not controlling or not wanting to control, e.g. systematically letting players rest whatever the situation or intermediate result {103}, or not interfering in their private lives and potential consequence on performance {85}.
Do not avoid closeness	Part of relationship building, including emotional involvement. There are two negative cases for this one, justified with a potential conflict between personal relationship and professionalism, e.g. {94} and {273}.
Cultural awareness/appreciation	Sensibility to relevance of culture, capability to analyse and appreciate cultural properties and implications, e.g. importance of speaking a language of the organisation's home country {77} or read publications about the country {420}.
Motivator	Instilling will/state to win, taking fear away, not demotivate, e.g. {380}, {388}

Managing Relationships and Others	
Valuing others	Expressing respect, admiration and/or gratitude towards players, staff, executives, fans, club, mentors, opponents or rivals, for their knowledge, their achievement, their being, their contribution, their challenges, e.g. {272} {484}
Share knowledge	No self-protection, sharing with peers and collaborators, e.g. {114}, and also to players, e.g. {389}
Credibility	Acting convincingly as to be accepted and/or understood, e.g. {166}, {387}
Direct and simple interactions	As opposed to sophisticated/intricate/indirect or energy draining, e.g. {178}, {387}.
Loyalty to people	Consistent with the underlying principal of collaboration that is relationship, e.g. {272}, {341}, slightly in contrast to identification with organisation.
Conciliator	For conflict management {221} or when leveraging diversity {278}.
Networking	As a direct or indirect result of relationships, e.g. {55}, {342}.
Mentoring	Part of growing people, whether players, collaborators, both technically and personally, e.g. {347}, {396}.

Table 18: Global Football Head Coaches: Managing Relationships and Others Competencies

4.6 Findings Outside Initial Framework

In the next two sub-sections, observations resulting from the processing and analysis of data as well as memos related to optional questions in the data collection guidance in APPENDIX C are shortly described.

4.6.1 Transformational Self

Across the data and overarching the competencies is the transformational process many of these head coaches have been continuously undergoing. This is often observed in conjunction with the experiences of having lived and worked in different leagues/countries, adversity and adapting to job and situations requirements:

{484}: *“I don’t think there were any specific moments when I learned how best to respond in such situations. It comes gradually, with experience. Life teaches us about these things as we get older. This is an important idea too. As we grow and gain experience, we should never stop learning. My players, staff, family, the culture, language – there is so much around me that I can learn from, and a good leader must never stand still. In fact, we can’t afford to, especially considering how quickly the football environment can change. It is vital, too, that the players see that I am also learning. Firstly, and most importantly, you have to want to learn. I actually find I learn mostly from my own team. What can I do with my players, with our style of play? Can I change something? I will either test something out and learn in that way, or I will listen to the players and learn from their responses.”*

The transformational process is also observed as directly resulting from competition:

{135}: *“(…) They help me ... the big coaches, and José [Mourinho] is of course one of them ... they help me to reach another level like a coach ... So my experience against*

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him, against for example Jürgen Klopp in Dortmund, or in that time in Dortmund Thomas Tuchel and a lot of coaches and managers in Spain, in England, they made me better (...)

The transformational-self meta-competency emerged as an aggregate of competencies from each of the categories in the previous sections of this chapter. These are highly ambitious and humility (Table 12), multicultural mindset (Table 13), integrating various information from multiple sources (Table 14), adaptiveness and stepping back/seeking support (Table 15), continuous learning (Table 16), ambiguity/uncertainty tolerance (Table 17), and valuing others (Table 18).

4.6.2 Leadership Styles

Similarly, overlapping of competencies and of explicit segments in the data point to three patterns of leadership styles: Empowerment (upward, downward), shared leadership and convincing leadership.

First, empowerment (upward, downward) is mainly rooted in the character of humility and trusting (Table 12) and the operational and strategic competency of stepping back/seeking support (Table 15). The data reveals multiple cases of delegating tasks, responsibilities and duties to players (e.g. {19}, {387}), to the coaching staff (e.g. {186} {195} {203}) or to hierarchical superiors (e.g. {484}).

While tasks and duties are distributed across various people or groups, and again rooted in the same competencies as for empowerment (upward, downward), the second pattern of shared leadership emerges in correlation with valuing people (Table 18) and learning about/from others (Table 16), e.g. {208} {249} {357}.

The third leadership style is a product of the scanning environment and people, and persuasive communication competency (both Table 15), the considerate attitude towards others in Table 18. This is best exemplified by the following quote:

{185}: "There are two types of players: the players who bring what they have to the team to make the team good, and players who use the team to make themselves look good. When you encounter the second type, communication skills are absolutely critical if you are going to convince them that they are on the wrong road."

Other examples of head coaches acknowledging persuasive discourse as a feat of their leadership styles are found in {175}, {191}, {193}, {229}, {386} or {493}. Leading by convincing or persuading implies engaging the follower in a reflective process. This style of leadership is often explained by the head coaches as a result of societal change according to their scanning of the environment/people/society, e.g.: {17}, {220}, or in a quote in English:

{155}: "The human beings that we deal with now are more fragile than they ever were. They are cocooned – brought up differently. They are often protected by parents who live their lives through the success of their kids."

5. Discussion and Limitations

The findings from Chapter 4 are discussed in the following. The discussion starts with structured comparison with the findings from the reviewed literature in Section 2.4:

- With respect to few examples of the global leadership competencies detailed in APPENDIX A and summarised in Table 9: Section 5.1.
- Commenting on the transformational-self competency: Section 5.2.
- Leadership styles: Section 5.3.

Finally, limitations to the presented research are outlined in Section 5.4.

5.1 Findings from Reviewed Literature and Findings from this Research

Since the findings result from an exploratory approach and no direct comparison in the same field or same boundaries is possible, a first discussion relates to findings on global leadership from the literature. As the nested global leadership competencies from [Mendenhall et al., 2018] will be used as a main reference. These competencies were briefly introduced in Section 2.4.2 and are available in APPENDIX A .

First, the grouping in “business and organizational acumen competencies”, “managing people and relationships” and “managing self” from the literature are not entirely matched by the findings. Although overlaps are registered in terms of competencies or even of grouping, the data structure and contents is not conducive to such a matching. Also, it should be noted that the nested global leadership competencies in APPENDIX A result from a synthesising of various studies that at best overlap but were not matching [Bird; Mendenhall, 2016, p. 122].

Nevertheless, conceptual and/or semantical overlaps can be observed within similar categories: “managing people and relationships/managing relationships and others” such as “valuing people/valuing others”, or “empathy and emotional sensitivity/considerate.” The same applies between “managing self/intrapersonal competencies” for “inquisitiveness” including sub-categories such as “open-mindedness”, “motivation to learn/eager to learn”, as well as in both “character” for “courage” or “integrity”. When comparing across the grouping and categories, more overlaps or identical competencies are observed, e.g. “cultural awareness/cultural awareness/appreciation” or “language skills/speaking different/foreign languages.” Some competencies do not exist at all in one or the other grouping or categories. For example, “sense of aesthetics” and “press/media communication” were found only with global leaders from the sporting area, while “using systems theory” and “global capitalist” relate more to the corporate business area. Similarly, no conclusive evidence was found in the collected data to assert the existence of global mindset, with the combination cosmopolitanism and cognitive complexity as discussed in the first two paragraphs of Sub-section 2.4.2 with the definition from [Levy et al., 2007]. Cosmopolitanism may be expressed in the synthesis of different traits and competencies such multicultural mindset, cross-boarder attitude,

speaking different/foreign languages and advocating international/global society. A further correlation of the traits, however, is not within the scope of the present study.

Therefore, a conclusion from the data is that even on the global scale, differences in leadership effectiveness are driven by the type of industry or characteristics of the position as observed already for traditional leadership [Yukl, 2013, p. 362]. For example, the global leader from the sporting area is more likely to be in the focus of the media, and communicate or influence the public from the distance than the global leaders from the corporate business area. Under these premises, operational skills such as speaking foreign languages might essentially differ in motivation, practice and perception. Global leaders in the sporting area speak or at least often build a working knowledge of the local language in order to trigger emotions (e.g. {151}, {414}) or because they see it as part of their duty (e.g. {77}, {339}, {403}, {414}, {464}), although the head coaches could leverage the meta-language of football (e.g. {111}, {137}, {316}, {415}) to the restricted area of the pitch because there is no lingua franca in the discipline (cf. {109}, {380}). These leaders are willing to say a few words or hold entire press conferences in a barely familiar language, thereby risking hostile public judgment (e.g. {77}, {404}, {470}). This is contrasting with findings from the corporate business area where language is perceived as an expression of status, for example cf. [Neeley, 2013; Neeley; Dumas, 2016; Neeley et al., 2012]. These researchers pose that linguistic flaws are sanctioned by status and power loss, either as felt or perceived by the individual her-/himself, or signalled by interlocutors such as native speakers.

5.2 Transformational-Self: Triad and Head Coaches

Regarding the transformational-self competency described in Sub-section 4.6.1, its designation and the insights and understanding it entails call up Brake's (1997) triad with the transformational self at the middle of it (see also Figure 9). He defines his transformational self as "*a philosophy of possibility and personal engagement with the world—that is, a drive toward meaning and purpose through activity strengthened by reflections, personal mind management, and openness to change.*" [Brake, 1997, p. 44] These properties are also found in the profile of individuals who are:

- Multicultural mindset and valuing others: "*a philosophy of possibility and personal engagement with the world*"
- Highly ambitious: "*drive toward meaning and purpose*",
- Humble, stepping back/seeking support, continuous learning: "*through activity strengthened by reflections*";
- Integrating various information from multiple sources: "*personal mind management*";
- Adaptive and with ambiguity/uncertainty tolerance: "*and openness to change.*"

Nonetheless, this finding will be ascribed to serendipity since Brake's investigations and the elaboration of his Global Leadership Triad are of another magnitude than the research activity presented herein. The observed transformational process may merely result from the ex-

patriation processes or from being exposed to foreigners, and new experiences. Investigation on expatriate/repatriates showed a change in the individuals that positively affect self (e.g. more mindful and letting go), the attitudes with regards to world view (e.g. open-mindedness), functional/operational skills (e.g. interpersonal and communication skills) and cognitive competencies (extended general knowledge), cf. [Osland, 1995].

5.3 Convincing, Empowering and Shared Leadership Styles

Convincing leadership, as stated in Sub-section 4.6.2, involves the competency of scanning environment and people, persuasive communication style and considerate attitude towards others. It appears to be a fashionable leadership style in sports due to change in society and the increasing sensitivity of players (e.g. {17}, {175}, {268}). This is contrasting with [Kelly, 2008], a study on leadership style in professional football. Kelly's (2008) finding is that head coaches practise an authoritarian style [pp. 402, 416]. While the interviews featured then⁵⁸ players from the English Premier League, it is not made clear whether the head coaches included some of those used as target samples in the present study.

Regarding empowerment (upward, downward), only one research on global leadership explicitly mentioned it in search from global leadership competencies for the future [Goldsmith et al., 2003]. The rationale emerging from the data is that a structure such as coaching staff with a range of specialists (e.g. {384}, {393}) or leaders in the squads (e.g. {82}, {334}, {468}) enables the head coaches to delegate them and give sense of responsibility. Another rationale. This also contributes to the third style, shared leadership across the club and in various specialised areas, i.e. leadership is distributed across many individuals, who are leading one another reciprocally upward/backward [Pearce; Conger, 2003, p. 1]. This is a further confirmation of Huesing and Ludema's (2017) field observations in the corporate business area. They had concluded a distributed leadership as a *"particularly suited to global situations where knowledge trumps hierarchy."* [p. 34].

5.4 Limitations of the Research and Findings

Reviewers of the present document and the findings should be aware of the following limitations related to the research activities. First and foremost, limitations lie in the purpose of the investigations: Exploring the concept in a new field. Further limitations are outlined hereafter.

Secondly, methodological limitations apply with regard to the Grounded Theory methodology, which first step in finding hypotheses with purposive samples. These first findings shall guide the theoretical for constant comparative analysis/concurrent data collection and analysis in the process flow depicted in Figure 14.

Thirdly, although global leaders, the samples may be influenced in their competencies and behaviours and approaches by their origins, i.e. by their Culturally Endorsed Implicit Leader-

⁵⁸ Interviews had taken place in 2004 and 2005 [Kelly, 2008, p. 401].

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ship Theories (CLTs), if global leaders and their approaches to leadership leaders are not exempt from this theory. Except for Expert 21 who is Argentinian and has spent his entire head coach career in England and Spain, they all originate from Western European countries, although belonging to different societal clusters of Figure 6.

The fourth limitation is still of methodological nature: Inherent limitations to the use of secondary data should be acknowledged. In particular, asking for further details or precision on the collected data was not possible with the samples. Empirical validation of the data with other experts from the domain was excluded due to time constraints and because the data is deemed sufficiently ample and complementary in itself.

Still related to the methodology, no triangulation or inter-rating could be performed within the timeframe allocated to the master's thesis. Furthermore, inter-raters familiar with the topic, the methodology and the languages were not available.

The conceptual approach limited the variables to personal traits of the sampled individuals. The additional patterns of leadership styles emerged from the data. Note that the research scope solely consisted in presenting individual traits, whereas identification of causalities was not intended.

No direct comparison with traits from purely lower leagues coaches could take. The analysis of the results does not contribute to quantify how much football's global leaders differ in kind or in degree from their local or domestic colleagues.

6. Summary and Outlook

The research activity presented in this document set out to explore global leadership in a new field, i.e. how global leadership manifest in professional sports.

The investigation concentrated on high-performance/elite professional football leagues in England, France, Germany, Italy, and Spain since these best embody global characteristics. The head coaches are hypothesised as global leaders and are the sampled individuals in this study. The research design addressed the exploratory purpose of the study with a purposive sampling. The conceptual focus to answer the research question was on personal traits and competencies of the sampled individuals. Secondary data was collected and qualitatively analysed.

The findings on traits and competencies of the global football head coaches show overlap with those from research activities on global leadership in other fields. Inquisitiveness is an example of competency found both in the data as well as across the literature. However, other competencies and traits not matching or not found in the literature strongly influenced by corporate business environment emerged. For example, the (intercultural) communication competencies related to the media or to fans worldwide cater for routine operation of the global football head coaches. A drawback of the global popularity of football is the evolution of terminologies in different languages and the missing of a lingua franca. The global head coaches feel weakened in their tasks of proper emotional triggering of players due to linguistic issues.

Patterns of empowerment, convincing leadership and shared leadership styles emerged from the data. These may be recognised in the competencies of the global head coaches. Nevertheless, other parameters such as the structure of the clubs or the competencies of the collaborators and players would need to be considered to sufficiently explain these styles.

Further analysis such as correlation among the personal traits and competencies was not within the conceptual framework. Upon cursory review during the collection process and memoing during analysis, the data suggests a causal relationship between traits and competencies and the tasks as well as the environment in these high-performance/elite leagues. Therefore, the following hypotheses as a next step for theoretical sampling are proposed:

- Hypothesis 1: The competencies of the global football head coaches correlate with the job requirements and tasks.
- Hypothesis 2: The leadership styles and competencies of global football coaches are conditioned by the structure found within the clubs including and the players, the staff members, and within the business such as opponents.
- Hypothesis 3: The competencies of the global football head coaches are affected by the environment external to the business, including global societal changes.

To cater for limitations of methodological nature in the present research, the theoretical sampling should be extended to collection of primary and empirical data.

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APPENDIX A NESTED GLOBAL LEADERSHIP COMPETENCIES

A1 Business and Organizational Acumen Competencies

Source: Adapted from [Mendenhall et al., 2018, p. 132, Table 4.4]

Vision & Strategic Thinking	Business Savvy
Intellectual Intelligence	Business Acumen
Foresight	Business Savvy
Intuition	Business Cultural Intelligence
Historical Futurist	Demonstrate Savvy
Oscillation between detail and big picture	Business Geographer
Environmental Scanning	Economic Integrator
Understand environmental risks & social trends	Global Capitalist
Using Systems Theory	Results Orientation
Global Awareness	Entrepreneurial Spirit
Develop a strategic business plan on a worldwide basis	Substantive depth related to the organization's primary business processes
Responsive to Change	Value-added technical and business skills
Depth of Field	Developing Technical Savvy
Visioning	Finding Creative Solutions
Articulate a tangible vision	Manage risk on a worldwide basis
Building a shared vision	Adapt and Add Value
Inspirational	Third Way Solutions
Chaos Navigator	Managing Communities
Strategic international understanding	Customer Orientation
Strategic Thinking	Stakeholder Orientation
Balancing short- and long-term considerations	Building Partnerships & Alliances
Understanding Interdependence	Influence Stakeholders
Able to deal with complexity	Stakeholder Management
Frame Shifting	Interact with external clients from other countries
Organizational Savvy	Interact with internal clients from other countries
Organizational Savvy	Manage foreign suppliers or vendors
Total Organizational Acumen	Build Community
Designing & Aligning	Expand Ownership
Architecting	Outside Orientation
Manage a budget on a worldwide basis	Boundary Spanning
Demonstrating knowledge of the whole organization	Bridge-Maker
Leading Change	Utilizing Technology
Catalyst for cultural change	
Lead Change	
Change Management Skills	
Change Agency	

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A2 Managing People and Relationship Competencies

Source: Adapted from [Mendenhall et al., 2018, p. 135, Table 4.5]

Interpersonal skills	Cross-Cultural Communication
Emotional Intelligence	Cultural Intelligence
Empathy	Cross-Cultural Communication
Emotional Sensitivity	Culture Bridger
Extraversion	Cultural interest and sensitivity
Social Flexibility	Appreciating Cultural Diversity
Agreeableness	Cross-Cultural Understanding
Presence	Communication Skills
Relationship Interest	Mindful Communication
Interpersonal Engagement	Work with colleagues from other countries
Collaborative Individualism	Language skills
Sensitivity	Supervise employees of different nationalities
Build Relationships	Negotiate in other countries or with people from other countries
Results Through Relationships	Cultural Self-Awareness
Intercultural Sensitivity	Valuing People
Intercultural relationship Skills	Respect for Others
Conflict Management Skills	Respectful Modernizer
Diplomacy	Cultural Awareness
Influencing/Motivational Skills	Cultural Acumen
Urgent Listening	Skilled People Reading
Instilling Trust	Understand Actors
Empowering Others	Showing Inclusiveness
Being able to empower others	Pragmatic Trust
Energizing	Create & Build Trust
Rewarding & Feedback	Teaming Skills
Connective Teaching	Team Building
Sharing Leadership	Team Management skills
Develop Future Leaders	Multicultural Teaming
Demonstrating appropriate confidence in self and others	Managerial ability, with an emphasis on teamwork and interpersonal skills
Coaching and Guidance Skills	Team-spirited
Delegation Skills	Blender

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A3 Managing Self Competencies

Source: Adapted from [Mendenhall et al., 2018, p. 137, Table 4.6]

Character	Resilience
Integrity	Resilience to Stress
Exhibit Character	Resilient, resourceful, optimistic and energetic
Authenticity	Resilience
Honesty	Emotional Stability
Maturity	Emotional Resilience
Trustworthy	Non Stress Tendency
Make Ethical Decisions	Stress Management
Self-Identity	Optimism
Self-Mastery	Realistic Optimism
Accounting	Self-Confidence
Conscientiousness	Personal Management
Self Awareness	Life Balance
Core Values and Flexibility	Stable Personal Life
Passion to Excel	Self Regulation
Tenacity	Patience
Courage	Inquisitiveness
Overcoming Adversity	Inquisitiveness
Flexibility	Curiosity & Learning
Flexibility	Aggressive Insight
Embrace Duality	Open-mindedness (4)
Cognitive Complexity	Openness to Experience
Thinking Agility	Inviting the Unexpected
Authentic Flexibility	Nonjudgmentalness
Agility	Initiative
Open-minded and flexible in thought & tactics	Quest for Adventure
Interest Flexibility	Passion for Diversity
Tolerance of Ambiguity	Humility
Creativity	Confident Humility
Global Mindset	Motivation to Learn
Global Mindset	Learn from Experience
Cosmopolitanism	
Cognitive Complexity	
Thinking Globally	

APPENDIX B SAMPLES OF EXPLORATORY RESEARCH

Author(s) [Year]	Title; Purpose	Conceptualisation(s)/ Framework	Methodology/methods
[Ackerson, 1942]	Children's behavior problems: Relative importance and interrelations among traits; Elicit traits of delinquent children	Leader traits/ personal attributes	Review and qualitative analysis from survey and biographical data
[Penman et al., 1974]	Success of the authoritarian coach; Assess effectiveness of authoritarian displayed by coaches	Leader traits	Interview; questionnaire; descriptive statistics
[Eden; Leviatan, 1975]	Implicit Leadership Theory as a Determinant of the Factor Structure Underlying Supervisory Behavior Scales; Verification of hypothesis/theory	Implicit Leadership Theory (ILT)	Questionnaire
[House, 1985]	Research; Exploring hypothesis of charismatic leadership among political figures	Charismatic leadership	Qualitative (content) analysis of data found in biographies
[Adler, 1997]	Global leadership: Woman leaders	Global leadership	Qualitative analysis of data from interviews and secondary sources (biographies)
[Charbonneau et al., 2001]	Transformational Leadership and Sports Performance: The Mediating Role of Intrinsic Motivation; Measure relationship and effectiveness of transformational leadership by coach, intrinsic motivation and athletic performance	Transformational leadership, with the hypothesis model: Transformational leadership -> intrinsic motivation -> athletic performance	Questionnaires (MLQ) and Sport Motivation Scale (SMS), descriptive statistics
[Côté; Sedgwick, 2003]	Effective Behaviors of Expert Rowing Coaches: A Qualitative Investigation of Canadian Athletes and Coaches; Outline successful behaviours of expert coaches	Leader behaviours analysis	Qualitative data from interviews

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Author(s) [Year]	Title; Purpose	Conceptualisation(s)/ Framework	Methodology/methods
[House et al. 2004]	Culture, Leadership and Organizations – The GLOBE Study of 62 societies; Develop cultural dimensions, elicit different culture-contingent perceptions of effective leadership, extend research to individual countries' ethnography	Cross-cultural leadership, Culturally Endorsed Implicit Leadership Theory	Quantitative analysis of data from questionnaires, qualitative analysis of archival data, focus group
[Kelly, 2004]	A Biographical Interpretation of Women's Journeys through Athletic Leadership: Pre and Post Title IX Legislation; Exploration of the life experiences of athletic leaders	Interpretative biography	Qualitative analysis of data from interviews
[Parent et al., 2009]	Understanding Leadership in Major Sporting Events: The Case of the 2005 World Aquatics Championships; Explorative study of leadership within a major sporting event	Various, incl. transformational, transactional, multiple linkage, charismatic, path-goal, cognitive resource	Qualitative analysis of data from interviews and archival material
[Kihl et al. 2010]	Stakeholder Constructions of Leadership in Intercollegiate Athletics; Investigate sport management and leadership with focus on context and stakeholders	Social constructivism	Qualitative analysis of data from interviews
[Guzmán, Calpe-Gómez, 2012]	Preliminary study of coach verbal behaviour according to game actions; Elicit and infer coach interventions in real-time competition	Leader Behaviour, Mediation Model	Qualitative analysis of data from observation, interview, reporting (CBAS), quantitative analysis of data from CBAS, CAIS
[Andile; Jhalukpreya, 2013]	Leadership Behaviour Preferences of Student-Athletes: A comparative study of South Africa and India; Assessing athletes' preferences for their coach/sport leaders and compare finding	Leader behaviour, contingency theory: cross-culture	Quantitative analysis of questionnaire (LSS)
[Gould et al., 2013]	Best coaching practices for developing team captains; Studying the coaches' role and behaviour and leadership style	Transformational leadership	Qualitative analysis of semi-structured interviews

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Author(s) [Year]	Title; Purpose	Conceptualisation(s)/ Framework	Methodology/methods
[Hodge et al., 2014]	A Case Study of Excellence in elite Sport; Motivational Climate in a World Champion Team; Exploring the motivational environment in a rugby team	Transformational leadership: Effect and development of peer leaders and motivational climate	Qualitative (content) analysis of data from semi-structured interviews, narratives, autobiographies, non-academic publications
[Morgan et al., 2015]	Understanding team resilience in the world's best athletes: A case study of a rugby union world cup winning team; Studying the coaches' practises to develop leadership in others	Transformational leadership: Effect and development of peer leaders	Qualitative (content) analysis of data from semi-structured interviews, autobiographies, various publications
[Ikegami et al., 2017]	Creating the asset of foreignness: Schrödinger's cat and lessons from the Nissan revival; Explore how to initiate/maintain asset of foreignness	Leader traits	Qualitative data analysis from interviews and secondary sources
[Huesing; Ludema, 2017]	The nature of the global leader's work; Foundational construct definition: Global leader behaviour	Leader traits, behaviour, global situation/context	Qualitative analysis of secondary archival data, in-field observation, and informal interviews
[Jones et al., 2018]	Examining the Environmental Characteristics of Shared Leadership in a Sport-for-Development Organization; Explore relationship between environmental characteristics of sport organisations and development of shared	Shared leadership; Multilevel nesting model of leadership	Qualitative case study of data from interviews, observations, and document analysis; Data collection and analysis guided by "how" and "why"

APPENDIX C GUIDANCE FOR DATA COLLECTION

Competencies		
Which traits do the head coaches display/are observed		
Self-competencies	Traits	Personal characteristics: impulsive, humorous, introverted, ...
		Maybe biography?
		How to they view the world? General mindset?
		How do they view the business?
		Hints of attitudes?
	Skills	Particular type/style of athletic coaching (tactical, technical)
		Man or team or executives management outside field (training, dressing room), outside club?
		Any other skills unrelated to football?
		How do they prepare for international opponents?
		Educational background?
		Which type(s) of decision-making?
		Which type(s) of conflict management?
		How do they handle crisis/defeat?
		How do they handle positive situations/results?
		How do they handle public attention?
	How do they approach the complexity of their jobs and environment?	
	What do they do for themselves? with respect to culture? with respect to knowledge?	
Interpersonal skills	How do they face each culturally diverse individual?	
	How do they interact with their close and "distant/global" environment?	
	How do they manage co-existence and interaction of multicultural/global group?	
	What/how do leaders approach/handle the influence of globalisation on their work/business?	
	Which communication style(s) do they use?	
Optional: Nature of tasks: Which tasks are common to their jobs? What are the characteristics?		
Optional: Environment: The globalised leagues		
Characteristics of the globalised top-flight leagues?		
What style(s) of leadership do the leaders adopt with their staff and players?		
Which place does language occupy in team sport as global environment?		
How is the situation of players and staff not proficient or native in the same language being handled?		
Optional: (Leadership) behaviours/methods		
	Emotional motivation/expert motivation, setting goals/articulating vision	
	Styles of leadership?	
	What do they do with the players? With their collaborators? With others in the business?	

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APPENDIX D COACHES' PROFILES

	Name	Nationality	Language skills (working knowledge)	Highest competition level	Experience (years)
Expert 1	Allardyce Sam	English	English	English Premier League, UEFA Champions League	20
Expert 2	Ancelotti Carlo	Italian	English, French, German, Italian, Spanish	English Premier League, French Ligue 1, German Bundesliga, Italian Serie A, Spanish La Liga, UEFA Champions League, FIFA Club World Cup	23
Expert 3	Butcher Terry* *assistant-coach	English	English	FIFA World Cup	0.5
Expert 4	Capello Fabio	Italian	English, Italian	Italian Serie A, Spanish La Liga, European Championship, UEFA Champions League, UEFA European Championship, FIFA World Cup	23
Expert 5	Eriksson Sven-Göran	Swedish	English, Italian, Portuguese, Swedish	Italian Serie A, Portuguese Primeira Liga, UEFA Champions League, European Championship, World Cup	30
Expert 6	Ferguson Alex	Scottish	English	English Premier League, UEFA Champions League	27
Expert 7	Guardiola Josep	Spanish	Catalan, English, German, Italian, Spanish	English Premier League, German Bundesliga, Spanish La Liga, UEFA Champions League, FIFA Club World Cup	11
Expert 8	Hodgson Roy	English	English, French, German, Italian, Swedish, Norwegian	English Premier League, Italian Serie A, UEFA Cup / Europa League, European Championship, FIFA World Cup	44

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	Name	Nationality	Language skills (working knowledge)	Highest competition level	Experience (years)
Expert 9	Hoddle Glenn	English	English, French	English Premier League, European Championship, FIFA World Cup	14
Expert 10	Houllier Gérard	French	English, French	English Premier League, French Ligue 1, UEFA Cup, UEFA Champions League	35
Expert 11	Jol Martin	Dutch	Dutch, English, German	English Premier League, German Bundesliga, UEFA Cup / Europa League, UEFA Champions League	17
Expert 12	Keegan Kevin	English	English, German	English Premier League, UEFA Cup, European Championship	14
Expert 13	Klopp Jürgen	German	English, German	German Bundesliga, English Premier League, UEFA Cup, UEFA Champions League	19
Expert 14	Mancini Roberto	Italian	English, Italian	Italian Seria A, English Premier League, UEFA Cup / Europa League, UEFA Champions League,	19
Expert 15	McLeish Alex	Scottish	English	English Premier League, UEFA Champions League	24
Expert 16	Monchi** **sport manager specialised in scouting.	Spanish	English, French, Italian, Spanish	Spanish La Liga, Italian Seria A, UEFA Europa League, UEFA Champions League	20
Expert 17	Moyes David	Scottish	English, Spanish	English Premier League, Spanish La Liga, UEFA Europa League, UEFA Champions League	22
Expert 18	Mourinho José	Portuguese	English, French, Italian, Portuguese, Spanish	Portuguese Primeira Liga, English Premier League, Spanish La Liga, Italian Seria A, UEFA Cup / Europa League, UEFA Champions League	20
Expert 19	O'Neil Martin	Northern Irish	English	English Premier League, UEFA Cup / Europa League, European Championship	24

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	Name	Nationality	Language skills (working knowledge)	Highest competition level	Experience (years)
Expert 20	Pioli Stefano	Italian	Italian	Italian Serie A, UEFA Champions League	10
Expert 21	Pochettino Mauricio	Argentinian	English, French, Spanish	Spanish La Liga, English Premier League, UEFA Champions League	11
Expert 22	Pulis Tony	Welsh	English	English Premier League, UEFA Europa League	20
Expert 23	Ranieri Claudio	Italian	English, French, Italian, Spanish	English Premier League, , French Ligue 1, Italian Serie A, Spanish La Liga, UEFA Europa League, UEFA Champions League	29
Expert 24	Rodgers Brendan	Northern Irish	English	English Premier League, UEFA Europa League, UEFA Champions League	10
Expert 25	Smith Walter	Scottish	English	English Premier League, UEFA Cup, UEFA Champions League	18
Expert 26	Streich Christian	German	German, English	German Bundesliga, UEFA Europa League	10
Expert 27	Villas-Boas André	Portuguese	English, French, Portuguese	Portuguese Primeira Liga, English Premier League, French Ligue 1, UEFA Europa League, UEFA Champions League	10
Expert 28	Warnock Neil	English	English	English Premier League	5
Expert 29	Wenger Arsène	French	English, French, German, Italian, Spanish	French Ligue 1, English Premier League, UEFA Cup / Europa League, UEFA Champions League	31
Expert 30	Wilkinson Howard	English	English	English Premier League, UEFA Cup	20

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APPENDIX E DATABASE OF COLLECTED RAW DATASETS

Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{1}	Estimamos que hay 18. jugadores potenciales que puedan jugar en el Sevilla. (...) Desarrollamos un protocolo de fichajes que se basa en lo que el entrenador nos dice que necesita para cada puesto. Los analistas trabajan para ello pero puede generar dos problemas. Que el entrenador no sea del todo claro o que el director deportivo no interprete de manera correcta el pedido.	Monchi	direct quotation	Analysis of the scouting and recruiting practices dubbed the "Monchi Method" used by Monchi, then sporting director of Sevilla FC. Scouting agent of a Spanish global club who assist unknown players mature in his club in order to mature for breakthrough on global stage, e.g. from Brazil (Dani Alves), Columbia (Bacca), Croatia (Rakitic)	Web newspaper	Borrego Álvaro	¿Cómo ficha Monchi para el Sevilla con el Big Data? Scout, prevención de lesiones y mercado	El desmarque	Spanish	2020-02-09 [2020-11-06]	https://eldesmarque.com/sevilla/sevilla-futbol-club/1193890-como-ficha-monchi-para-el-sevilla-con-el-big-data-scout-prevencion-de-lesiones-y-mercado	Text
{2}	@00m06s: You know, when I ... I work in club I get ... I get this idea of "I arrive, I wear the shirt". And until the last day, I fight for that shirt the maximum I can. And when I leave ... you leave always behind: hmm ... emotions, friends, memories, and then you have something negative - compared with the positive, you forget the negatives, you move on to your next one. But you always feel connected to the club, that's normal. (laughs)	Mourinho	direct quotation	Unknown - questions were trimmed from the video, no further information available. Content still meaningful.	Interview	NN	Jose Mourinho: "That is one problem I can not find a solution ..."	beIN Sports USA	English	2019-12-11 [2020-08-26]	https://www.youtube.com/watch?v=QB8KHOR-kNY	Video

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{3}	@00m47s: I am, I am. I am a proud Portuguese, Portuguese man. I think .. huh ... honestly I think ... the English football is not anymore THE English football. Is ... is World football - with so many cultures, with so many influences. And all of us foreign ... foreign managers and players, we always leave a little bit of ... a little bit of us. And huh, you know, the reason why I come back to Chelsea the second time, and I went from Chelsea to United, is because I love the country and I love the football country and I ... I enjoy every minute of it.	Mourinho	direct quotation	Unknown - questions were trimmed from the video, no further information available. Content still meaningful.	Interview	NN	Jose Mourinho: "That is one problem I can not find a solution ..."	beIN Sports USA	English	2019-12-11 [2020-08-26]	https://www.youtube.com/watch?v=QB8KHOR-kNY	Video
{4}	@01m33s: I don't think is also about the presidency and the ownerships. I think is also about ... the world itself ... huh the media itself, and the relation that also the fans they have with the new medium world. So I think ... huh ... is a job that the normal tendency with less stability, with more changes. I think even the relationships between people ... and people that works together ... it looks like is ... is also ... hmm ... a faster ... a faster - how do you say?- degradation of relationships, if you wanna say that. So I think is the world. More than the presidencies, is the world. Is also the pressures that they are submitted to.	Mourinho	direct quotation	Unknown - questions were trimmed from the video, no further information available. Content still meaningful.	Interview	NN	Jose Mourinho: "That is one problem I can not find a solution ..."	beIN Sports USA	English	2019-12-11 [2020-08-26]	https://www.youtube.com/watch?v=QB8KHOR-kNY	Video

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{5}	@03m50s: In the beginning of it, the clubs they were still trying to establish some rules, and to protect some situations. But I think is a lost ... is a lost fight. Is ... huh ... is something you even feel at home with your children. You know ... is even very difficult sometimes to keep the rule when we are sitting at the table, having the meal, "no telephones" ... is very difficult to keep it ... to keep it now! So football players in the beginning was ... "OK, you can have social media, but not in the dressing room", "OK, you can have but not when you are not inside of the club." But then, step by step, went into a ... into a direction ... because is something is that ... is part of their life ... is part of their life. Huh ... years ago, finished the game, the first thing that the players do: get the phone, call or the wife, or the girlfriends, or the father, or the mother ... in this moment, the first thing they do is to post something in Instagram. Is also business. Is also a big business at the highest dimension. So there are things that you have just to ... just to ... to adapt and learn to live with it.	Mourinho	direct quotation	On the widespread use of social media	Interview	NN	Jose Mourinho: "That is one problem I can not find a solution ..."	beIN Sports USA	English	2019-12-11 [2020-08-26]	https://www.youtube.com/watch?v=QB8KHOR-kNY	Video
{6}	@06m00s: (So) there are so many ways to ... to put technology in your favour. That in football, I think we have to focus on ... to focus on ... on the good things that technology can do to us.	Mourinho	direct quotation	after giving an example of creating a tactical video assessment of a player's performance and the possibility to share it with him remotely and immediately	Interview	NN	Jose Mourinho: "That is one problem I can not find a solution ..."	beIN Sports USA	English	2019-12-11 [2020-08-26]	https://www.youtube.com/watch?v=QB8KHOR-kNY	Video

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{7}	@06m16s: I think nowadays there are many managers that they have immediately that bit opportunity without formation at other levels. The job appears sometimes out of nothing. Huh ... I always thought to ... to ... to myself that I want my ... my big job to appear as a consequence of work, and continuous work, and continuous formation ... So when I have my first opportunity choice to be the manager, I have behind me, you know, a big bag full of experience that I lived in in different levels.	Mourinho	direct quotation	unknown - questions were trimmed from the video, no further information available	Interview	NN	Jose Mourinho: "That is one problem I can not find a solution ..."	beIN Sports USA	English	2019-12-11 [2020-08-26]	https://www.youtube.com/watch?v=QB8KHOR-kNY	Video
{8}	@11m52s: You know ... look to the ... to English Premier League. And you have huh ... in this moment players and managers from all around the world. You are speaking about the Italian ... the Italian group. But there was a time, a few months ago, where there was three Portuguese managers in the ... in the Premier League. You have the French. You have the Argentinians. You have Spanish. You have in this moment managers from ... from all around the world. I think everybody knows that hmm ... the formation of Italian coach has a certain profile. And if that's the profile you want, then yes. Then yes: You go in this ... in this direction.	Mourinho	direct quotation	unknown - questions were trimmed from the video, no further information available	Interview	NN	Jose Mourinho: "That is one problem I can not find a solution ..."	beIN Sports USA	English	2019-12-11 [2020-08-26]	https://www.youtube.com/watch?v=QB8KHOR-kNY	Video
{9}	@12m45s: But, for example, Chelsea: [Antonio] Conte and [Maurizio] Sarri, both ... the only thing they have in common is the passport. They are both Italian. But then, the way they think football, the way they want their teams to play has nothing ... So I think nowadays is less about the nationality, and is ... is more more	Mourinho	direct quotation	unknown - questions were trimmed from the video, no further information available	Interview	NN	Jose Mourinho: "That is one problem I can not find a solution ..."	beIN Sports USA	English	2019-12-11 [2020-08-26]	https://www.youtube.com/watch?v=QB8KHOR-kNY	Video

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	about the way ... the way you think and the mentality you have.											
{10}	@13m26s: (And) you try always to find solutions for the problems. There is one problem that I cannot find a solution. Which is: when the player is playing, he likes the managers - when he is not playing, he doesn't like the manager. This ... This is something basic that you can ... you know ... you try to control a little bit. But that's the nature, and that nature you are not going to change.	Mour- inho	direct quotation	unknown - questions were trimmed from the video, no further information available	Inter- view	NN	Jose Mour- inho: "That is one problem I can not find a solution ..."	beIN Sports USA	English	2019-12-11 [2020-08-26]	https://www.youtube.com/watch?v=QB8KHOR-kNY	Video
{11}	@14m03s: Then, I think is about ... like in ... in every job in ... in the world ... there are ... where we, human beings, we like some people more than others. That's normal. Is the personality, is the way of being, is the way you think ... you have more chemistry. Empathy, chemistry. And that's why some players are phenomenal with one manager, and then with another one, they are not so good - and vice versa. Is ... is absolutely chemistry. Absolutely chemistry.	Mour- inho	direct quotation	unknown - questions were trimmed from the video, no further information available	Inter- view	NN	Jose Mour- inho: "That is one problem I can not find a solution ..."	beIN Sports USA	English	2019-12-11 [2020-08-26]	https://www.youtube.com/watch?v=QB8KHOR-kNY	Video
{12}	@14m41s: And one of the things I really want to ... to ... to analyse in detail and to try to understand better this situation is that: huh ... you need to care more about the relations of the ones you don't like. Because the ones you like, and the ones that love you, that relation you don't need to feed it every day, at every moment. Because is something that you are having for granted. So you need to	Mour- inho	direct quotation	unknown - questions were trimmed from the video, no further information available	Inter- view	NN	Jose Mour- inho: "That is one problem I can not find a solution ..."	beIN Sports USA	English	2019-12-11 [2020-08-26]	https://www.youtube.com/watch?v=QB8KHOR-kNY	Video

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	care more about the relations with the ones that ... human nature is human nature.											
{13}	@15m22s: Honestly, I don't hate anyone. I don't hate clubs. I don't hate managers. I don't hate opponents ... players. I don't think ... (pausing) mmm I believe so ... but not so ... not so much ... I think is more a kind of ... huh ... a tribal ... the tribal side of football. If you coach Real Madrid, you cannot be loved by Barcelona. If you coach Barcelona, you cannot be loved by ... by Real Madrid. You know ... if ... if you are a very important player or manager in Inter, obviously the next door, they are not in love. And and vice versa. ... but it's just this kind of ... of tribal situation.	Mourinho	direct quotation	unknown - questions were trimmed from the video, no further information available	Interview	NN	Jose Mourinho: "That is one problem I can not find a solution ..."	beIN Sports USA	English	2019-12-11 [2020-08-26]	https://www.youtube.com/watch?v=QB8KHOR-kNY	Video
{14}	@16m08s: The other day, one the players that I have a great relation with him, he ... he plays for a team. And he told me "you should come here next season", and I told me "they don't love me!", he told me: "you win three matches and they will start loving you." So this is ... this is just ... you know ... we are ... we are professionals and we have respect for each ... for each other. Even when we have bad reactions on the pitch, on the press conference. A player be more aggressive with another one ... is people from the same industry. And in the end, people respect each other.	Mourinho	direct quotation	unknown - questions were trimmed from the video, no further information available	Interview	NN	Jose Mourinho: "That is one problem I can not find a solution ..."	beIN Sports USA	English	2019-12-11 [2020-08-26]	https://www.youtube.com/watch?v=QB8KHOR-kNY	Video

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{15}	@01m28s: Une bonne equipe sans un bon entraîneur ne va pas très loin. Parfois, sur du court terme, elle peut exister. Mais un bon entraîneur sans de bons joueurs, c'est pareil. On est interdépendants.	Wenger	direct quotation	explaining the link between a good player and a good manager	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs ? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{16}	@01m39s: Mais un entraîneur, c'est ...c'est un guide. C'est quelqu'un qui dit à un groupe de personnes "Vous voulez gagner? Moi je peux vous aider. Moi je connais la voie, et je peux vous guider pour ... pour arriver à gagner. Après, c'est quelqu'un qui a un concept clair, pour lequel il est prêt à se battre. Mais, de temps en temps, il faut qu'il jette son concept à la poubelle. Parce que les situations humaines changent très très vite - il faut pas qu'il jette la poubelle, quand même- mais il faut qu'il soit à la fois résistant au stress ... extraordinairement résistant au stress, capable de prendre des décisions très très dures. Parce qu'il faut savoir que priver un joueur de match, c'est le rendre chômeur. Sans couper les liens avec lui. Donc ... c'est un phénomène humain extrêmement intéressant parce que tous le vendredis nous fabriquons des chômeurs, que nous réemployons le lundi, comme si de rien n'était. Il faut savoir quand même que, pendant tous le weekend, ils nous détestent.	Wenger	direct quotation	giving his definition/view of the manager's job and role	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs ? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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{17}	@03m31s: (...) je dirais qu'il y a une évolution entre le moment où j'ai démarré, en ...j'étais le plus jeune entraîneur de France, et j'ai terminé plus vieil entraîneur d'Angleterre, donc ... il y a eu 35 ans de différence. Et c'est vrai qu'on est passé de la verticalité à l'horizontalité dans ...dans les relations . Faut pas oublier que ... euh ... un joueur, quand moi j'étais entraîneur à Nancy -vous parliez de Nancy-, le joueur le mieux payé, il gagnait vingt mille ... Francs Français, ça fait trois mille euros, aujourd'hui. Et que, quand je suis arrivé en Angleterre, le joueur le mieux payé de mon équipe gagnait à peu près euh ... deux cent mille livres, donc ça fait trois cent mille euros par an. C'est ce que les joueurs gagnent aujourd'hui en semaine. Donc euh ... en ... en vingt ans. il y a une évolution terrible. Et la différence c'est que quelqu'un qui devient d'un coup un millionnaire, il veut être traité comme un millionnaire. C'est-à-dire, il faut le convaincre. On est passé d'un ... d e la sphère de donner des ordres à demander, à convaincre ... persuader. Et c'est vrai que la communication a pris une importance énorme à l'intérieur des équipes. Pourquoi? Parce que ... on ne traitait qu'avec des stars - des véritables stars.	Wenger	direct quotation	on the type of his relation with his (former) players (example of a compatriote French player), in the particular case of a player addressing him with the formal pronoun, and the evolution of society and the game	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs ? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{18}	@04m57s: Je ne sais pas pourquoi. Mais jamais les joueurs ne m'ont tutoyé. Peut-être parce que j'avais un ... un grand pouvoir dans mon club, que je ... j'étais responsable de tout: de la négociation des contrats, de ... de ... de l'achat de la tondeuse à gazon, de la structure du club, la	Wenger	direct quotation	answering how the formal address by the players may have settled, even in the English speaking environment where such pronoun does not exist	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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	construction du stade, des terrains d'entraînement. Donc, peut-être que cette forme de pouvoir total que j'avais dans mon club a un peu provoqué cela.											
{19}	'@05m41s: Oui ...je pense que c'est l'art d'obtenir des autres ce qu'on pense pouvoir être victorieux. Et je dirais que ... Il faut que votre projet devienne le leur. Quand tu as vraiment gagner, c'est que eux-mêmes défendent ton projet, qu'ils se l'approprient. Et qu'ils le défendent.	Wenger	direct quotation	another explanation of what leadership/management stands for	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{20}	@06m04s: J'ai travaillé au Japon, donc j'ai ... je suis un ... par ... pratiquement, par ma vie, un multiculturel ... Et euh ... quand tu arrives en Angleterre, on te met pas le tapis rouge. Il faut que tu ... il faut convaincre, il faut obtenir des autres ce que tu veux. Et quand ton projet est partagé par les autres -et je dirais même plus: quand ton projet est partagé par les meilleurs de ton équipe ... eux te rendent plus fort.	Wenger	direct quotation	on the role of partnership good players-leader	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{21}	@06m30s: Parce que ... la vie d'un joueur de foot, quand il rentre le matin entre 18 et 23, il te mange dans la main. Entre 23 et 28, il est fort. Quand il arrive le matin, il rentre dans ton club, te fait comprendre que tu as besoin de lui. Donc euh ... à 29-30, ils redeviennent plus humbles ... plus normal. (...) Parce que ils sentent la (Laughs)... ils sentent la montre. Et que chaque ... que chaque année gagnée après est remarquable pour eux. Mais ... donc il faut ... tes joueurs ... tes meilleurs joueurs, quand tu as vraiment un lien avec eux ... et que tu ... qu'il faut qu'ils te renforcent	Wenger	direct quotation	on the evolution of players over time, and the changing attitude	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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	dans ton vestiaire.											
{22}	@07m20s: Parce qu'il faut savoir qu'un vestiaire, c'est un ... c'est ... c'est la jungle. Quand tu ... Il y a des joueurs qui manquent des carrières parce qu'ils n'ont pas la force de s'imposer dans le vestiaire. C'est impressionnant! Parce qu'à un moment donné, quand tu rentres dans le vestiaire, il faut que tu fasses sentir aux autres "Eh les gars! c'est moi ou vous. Mais moi je suis prêt me battre." Après, la seconde étape, c'est "moi et les autres." Mais au départ, c'est "moi ou les autres." Et il y en a beaucoup qui échouent là-dessus. (...)	Wenger	direct quotation	on the role of partnership good players-leader	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{23}	@07m57s: J'essaie de détecter toujours ... tu fais ta vie avec un point fort. La vie de footballeur, tu ... tu la fais avec un point fort. Aucun joueur n'a toutes les qualités. Donc ... euh j'essaie toujours de détecter le point fort de la personne. Mais il en faut ... le sport de haut niveau d'aujourd'hui, c'est en gros ... dans le sport collectif. Parce que l'autre jour je disais ça à Tsonga, et il me dit " <i>oui, mais dans le tennis, tout le monde joue sur ton point faible.</i> " (laughs) ... en foot aussi, en tant qu'équipe. Mais tu fais ta carrière avec un point fort, les autres peuvent compenser tes points faibles. (...) Je cherche ceux-là [the strength]. Après, plus le sport avance, moins il	Wenger	direct quotation	how he is assisting players who struggle in the dressing room in their relationship with others	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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	faut que tu aies de trous. Et le sport moderne exige un point fort énorme, et puis être assez bon partout.											
{24}	@09m24s: Oui mais ... dans ... dans nôtre métier, il faut pas perdre souvent. Parce que t'as pas le temps d'apprendre longtemps.	Wenger	direct quotation	Commenting a quote attributed to Nelson Mandela: "I never lose, I either win, or learn."	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{25}	@09m34s: Et je dirais qu'un ... qu'un entraîneur, c'est aussi un réducteur de temps de crise - avant tout. Là où il y en a un qui perd ...euh cinq matchs, un bon, il perd aussi. Mais il en perd que deux ... ou trois peut-être. (...) J'ai jamais perdu trois matchs d'affilée en Premier League en 22 ans. Parce qu'au bout de trois matchs, tu es dans une crise totale ... où même ... où même tes propres joueurs commencent à douter de toi. Parce qu'il faut savoir que ... toi aussi, tous les jours ... tu es dans la jungle: tu as 25 mecs en face de toi qui sont très intelligents, qui cherchent tous les jours un point faible. Donc euh ... quand tu arrives le matin, il faut être blindé, il faut être prêt, il faut avoir ses convictions. Et il faut une force quasi-animale pour être entraîneur. Parce que tu es obligé de vivre comme un sportif de très haut niveau, ou tu t'en sors pas.	Wenger	direct quotation	another explanation of what leadership/management stands for	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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{26}	@12m56s: Ben d'abord en étant sans compromission avec eux. Il faut que tu traites les plus grandes stars presque plus durement que tous les autres.	Wenger	direct quotation	handling and leading stars and other "outstanding players"	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{27}	@13m10s: Sauf ... Il y a eût quelques exceptions dans les ... dans les carrières, c'est-à-dire les gars sont ingérables. Tu lui dis "demain rendez-vous à 10", le mec il arrive à 10h15. Euh ... et évidemment tu n'acceptes pas. Et tu peux tellement leur faire leur gue ... la guerre, qu'à un moment donné, l'équipe te demande de ... de faire un compromis avec lui. Pourquoi? Parce que il fait gagner l'équipe. Donc euh ...	Wenger	direct quotation	handling and leading stars and other "outstanding players"	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{28}	@13m38s: Il faut savoir que quand tu es dans le jeu, tu t'adresses à l'enfant. C'est anormal ... naturellement anormal de faire de ton métier le jeu. Pourquoi? Parce que le jeu s'intéresse avant tout à l'enfant. L'enfant il vit dans quoi? Il vit dans le présent: Il s'amuse, il veut qu'on le divertisse en l'amusant. Après tu as ... tu t'adresses aussi à l'adolescent; l'adolescent, il ... il est toujours tant le tout ou rien: ou tu es génial, ou tu es le roi des cons. Et euh ... de temps en temps, tu lui demandes de faire l'adulte. Et l'adulte, c'est quelqu'un qui vit de compromis entre ses difficultés intérieures et l'extérieur. Il fait le compromis. Mais tu as des gars qui restent enfants! Mais ça veut dire aussi, parfois, des joueurs extraordinaires parce qu'il garde leur créativité, leur instinct, leur intuition, ... mais dans le quotidien, ils sont difficiles à gérer.	Wenger	direct quotation	how he views player types based on their emotional maturity	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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{29}	@14m49s: Je pense que ... avant de faire un équipe, il faut faire un club. Et un club est construit avant tout sur des valeurs sur lesquels ... que tu peux exprimer ... que tu peux ... qu'il faut ... qu'il faut dire, qu'il faut identifier, et qu'il faut faire en sorte que tout le monde les respecte. Après, l'équipe ... elle doit adhérer au projet de jeu de l'entraîneur. C'est pour ... quand je disais tout à l'heure l'entraîneur, un tel concept : il doit avoir un concept, il doit faire partager.	Wenger	direct quotation	building a structural organisation and a squad	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{30}	@15m23s: Je donne exemple concret. Si je décide de ... de baser mon jeu sur la vitesse de récupération du ballon, sur la vitesse de transmission, sur les courses en profondeur ... et que j'arrive dans un club où les joueurs sont lents, il faut que je m'adapte euh ... et que je m'en sorte -le temps d'acheter des joueurs qui ... si tu n'as pas de joueurs rapides, t'es obligé d'adopter ton jeu. C'est pour ça ... il faut que tu apprennes vite.	Wenger	direct quotation	the concept and ideas of the manager, the squad at his disposition	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{31}	@15m53s: En même temps, dans le sport moderne, il faut créer une culture. Moi j'avais des joueurs ... j'ai fait des matchs avec des joueurs ... onze joueurs de onze pays différents. Ce qui veut dire onze cultures différentes. Au début de chaque année, je mettais ... par groupe de cinq de pays différents: Je disais "bon, normalement on se comprends pas, mais on va créer notre propre culture." Et euh ... par groupe de cinq, les joueurs répértoiraient ce qui était important pour eux. Je faisais la synthèse, et je créais notre propre constitution que je distribuais après à tout l'effectif. Et je leur disais "voilà ce que vous avez	Wenger	direct quotation	working foundation for a complex, multi-cultural squad and team	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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	choisi d'être". Et euh ... à chaque fois qu'on sortait de la route, je pouvais leur dire "c'est vous qui avez décidé qu'on se comportait comme ça."											
{32}	@16m46s: Donc, je pense que ... aussi qu'un entraîneur qui fait ressembler une discipline dans un sport collectif, dans laquelle tout le monde se reconnaît. Pourquoi? Parce que quand vous êtes en crise, faut se raccrocher à quelque chose. Et si vous n'avez pas de comportement de base, souvent vous allez très vite dans le mur.	Wenger	direct quotation	another explanation of what leadership/management stands for	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{33}	@17m48s : Ce qui intéressant dans le sport collectif, c'est qu'il y a un chemin de jeu. C'est comme si une équipe était un seul homme. Et qu'elle ... et ... et il y a un chemin de jeu qui se met en place, qui passe naturellement par ses points forts. C'est-à-dire, si l'arrière droit est faible, le jeu va démarrer chez lui. Si le milieu gauche est fort ... si le milieu ...arrière droit est fort, il démarre chez lui ... il y a un chemin de jeu en place assez naturellement. Et chez l'équipe adverse, il y a un chemin de jeu qui se met en place, et il exploite souvent vos points forts. Mais, c'est quelque chose ... plus le niveau monte, plus vos points faibles deviennent payants.	Wenger	direct quotation	on the balance within the squad and team	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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{34}	@18m48s: La causerie d'avant match, c'est souvent quelque chose qui tient compte des matches précédents, de l'adversaire, de la situation psychologique du moment. Et euh ... parfois il faut être encourageant, parfois il faut être dur. Mais d'une façon générale, dans la vie, tu oublies très vite tes qualités. Des gens oublient très très vite leurs qualités. Pourquoi? Parce ... le quotidien est fait d'une banalité où il faut des ressources énormes pour les surmonter: les réseaux sociaux, la presse, les médias ... tout te tire vers le bas tout le temps. Et on oublie très vite ses qualités.	Wenger	direct quotation	On pre-match briefing in the dressing room	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{35}	@19m29s: A la fois, il y a un facteur qui analyse l'adversaire. Parce qu'aujourd'hui on a des spécialistes, énormément de spécialistes. Un entraîneur aujourd'hui de haut niveau, il est entouré de 25 personnes. Il ... Il a son staff à gérer. Qui lui donne toutes les informations possibles. Lui doit tirer la quintessence de ce qu'il reçoit.	Wenger	direct quotation	On the manager's team	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{36}	@19m49s: Mais en même temps il y a un facteur de mettre l'équipe sur un niveau de motivation de dynamique collective qui est extrêmement importante. Et ... le dernier ... le dernier coup de fouet qu'il donne à l'équipe est là. C'est de placer l'équipe sur des ondes qui lui permet d'oublier sa peur. Et de donner ... et de donner l'envie de gagner.	Wenger	direct quotation	On pre-match briefing in the dressing room	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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{37}	@20m19s: C'est là que j'ai découvert le luxe de ne pas avoir peur de la défaite. Parce que toute la semaine tu rencontres des gens, ils te disent "eh, samedi il faut gagner!" "bah ... oui je sais, c'est mon métier." Après ... personne ne m'a jamais dit "samedi il faut perdre!" Mais, quand ... on a eu un an et demi sans défaite, j'ai découvert soudainement, qu'en fait, c'est la peur qui est le plus ... qui inhibe le plus.	Wenger	direct quotation	a lesson from long lasting undefeated run (49 games over one and half year)	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{38}	@21m53s: Et chacun vit avec ses peurs, avec ses doutes, mais sans en être vraiment conscient. Et c'est pour ça que nous avons créé, après cela, euh ... deux couleurs. Parce que ... pourquoi ... il y a souvent des dérapages émotionnels dans le jeu. Tu loupes quelque chose, tu te dis "merde! j'aurai dû faire autre chose." Et, cinq secondes après, tu es de nouveau dans l'action mais tu es encore dans le passé. Donc on a créé un concept qui passé tout le temps du rouge au bleu. Le bleu: c'est celui que tu es on-task, celui qui est dans le présent, il est concentré sur ce qu'il fait; le rouge: ce que tu es dans l'émotionnel, c'est que tu es frustré parce qu'on ne t'a pas donné la balle, parce que tu as loupé quelque chose. Et c'est ... on a beaucoup travaillé là-dessus pour passer ... pour être conscient "merde, je suis dans la mauvaise couleur, il faut que je revienne très vite au bleu." Le bleu, c'est un tueur.	Wenger	direct quotation	a real time way of handling emotional fluctuation during the game	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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{39}	@21m49s: Je faisais venir beaucoup de spécialistes toutes les six semaines pour parler aux joueurs d'expériences qu'ils ont vécues. Et euh ... j'ai fait venir un gars qui était à Oxford, qui a fait une thèse sur la ... sur les psychotiques. En fait, le joueur de haut niveau, il est un peu là: il a un but, il n'y a aucune émotion qui interfère. C'est un tueur. Et il faut essayer de le mettre dans ce monde là.	Wenger	direct quotation	a real time way of handling emotional fluctuation during the game	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{40}	@22m27s: Si tu trouves un entraîneur qui te dit "je préfère une défaite", il faut pas qu'il rentre dans ce métier. Pourquoi? Parce que la victoire te donne le temps de corriger ce qui n'a pas été. La défaite remet en question tout ce que tu as fait.	Wenger	direct quotation	if he'd rather triumph without panache or lose in stylish fashion	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{41}	@22m43s: Je pense que dans un grand club, un entraîneur doit avoir l'ambition de gagner avec style. Pourquoi? Parce qu'il faut que soit une ... une expérience pour les supporters. Quand il se lève le matin, il faut qu'il ait l'espoir que ... au moins que tu essaies de lui donner quelque chose de spécial. Lui est ... il est perdu dans son quotidien ... plat. Il faut qu'il ait l'espoir de vivre l'expérience de un peu spécial. Donc, il faut ambition de gagner avec style. Il faut aussi prendre les victoires ... euh ... les petites victoires.	Wenger	direct quotation	if he'd rather triumph without panache or lose in stylish fashion	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{42}	@23m24s: Oui. Mais mon métier c'est ... C'est en fait ... je le déconseille surtout aux paranoïaques. Parce que, très vite, il sont au bord du suicide. Et ... ils voient des complots partout. Et ... je dirais que j'ai vu beaucoup de gens extrêmement intelligents, extrêmement compétents dans mon métier, mais qui	Wenger	direct quotation	if he easily trusts/entrusts	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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	avaient tendance à voir des ennemis autour d'eux, ... ils ont tous fini en désastre. Et ... et mon métier, c'est une sorte de foi en l'humain. C'est-à-dire: je dois gagner, je remets mon destin entre vos mains. Vous, faites-le. Donc c'est une ... c'est un vrai acte de confiance dans les autres.											
{43}	@24m49s: J'ai fini à Arsenal, j'ai fait 400 transferts. Il faut savoir que les transferts c'est ... chaque gros transfert est un livre - honnêtement- non mais pas le contrat, l'histoire de la négociation. C'est incroyable. Parce que là ... tous les jours les gens achètent les journaux et euh ...pour lire les transferts. Mais on joue ... on joue au poker maintenant. Jusque ... la dernière semaine. Et ... et il faut ... ça demande un travail énorme, parce qu'il faut savoir qui prend les décisions, qui influence le preneur de décision, il faut convaincre le joueur, il faut convaincre le club, il faut convaincre les agents, donc ... c'est ... ça prend énormément de temps. Et aujourd'hui, quand vous faites une erreur, ça coûte pas cinq millions. Ça coûte cinquante, soixante-dix, cent ... donc ... tu ne les vends pas toujours à cinquante millions. Tu ... tu vends ... ceux que tu lis dans les journaux qu'on vend à cinquante millions. il y en a beaucoup qu'on paye, et qu'on ne vend pas, et qui grèvent le budget du club. Seulement, personne ne le sait.	Wenger	direct quotation	other functions than coaching: hiring players	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{44}	@26m40s: Croyez-moi. Moi, j'ai géré un club qui a construit un club. Où les banques me disaient quand j'arrivais à 50% au niveau des salaires "ouais,	Wenger	direct quotation	financial constraints	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? -	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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	ça va." Parce qu'on était bloqué à 50%. J'ai été obligé de vendre des joueurs parce qu'on ne pouvait pas payer leurs salaires. Et la dictature financière était une vraie réalité.						Arsène Wenger, à l'USI					
{45}	@26m58s: Aujourd'hui ce qui a changé dans le foot, c'est que ... il y a trop d'argent par rapport au nombre de joueurs de qualité. C'est-à-dire, il y a un argent énorme, et il n'y a pas assez de joueurs pour satisfaire le marché. Par exemple, cet été tu vas avoir le Real, le Bayern, le PSG, la Juve, euh ... Liverpool ... qui sont sur le marché ... il y a pas dix joueurs qui peuvent renforcer ces clubs. Mais là tu as deux-trois milliards qui flottent, et qui ne demandent qu'à être dépensés. Et donc, il y a une vraie lutte incroyable ... pour avoir les bons joueurs.	Wenger	direct quotation	current financial and player situation	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{46}	@27m48s: Attirer les talents et les conserver ... Les conserver, c'est très difficile aujourd'hui parce que les salaires montent très très vite. Donc ... comme on disait tout à l'heure, l'argent ne fait pas tout, c'est vrai. Mais malgré tout ... quand tu regardes ... tu regardes le tableau du Championnat de France ... cette année ... tu fais le classement des budgets. Ça correspond. Neuf fois sur dix. Indépendamment du manager.	Wenger	direct quotation	current financial and player situation	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{47}	@28:17s: Le manager est celui qui permet de ... de faire fonctionner l'équipe. Mais euh ... il y a beaucoup beaucoup de ... de managers dans le monde qui savent faire fonctionner les bonnes équipes. Après il faut ... il faut autres choses aujourd'hui en tant que manager. Il faut convaincre les médias, il faut convaincre tes ...	Wenger	direct quotation	another explanation of what leadership/management stands for and what his role consists in	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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	tes dirigeants, il faut convaincre tes joueurs, il faut être solide sur la durée. Donc ... sur le plan technique, je t'en trouve deux cent demain matin qui peuvent faire fonctionner les grands clubs. Après, est-ce qu'ils ont tout le reste autour?											
{48}	@29m18s: Moi j'ai acheté une société aux Etats-Unis, à Los Angeles, en 2013. Et j'ai développé avec eux un programme de quantification de la ... de la performance des joueurs. Et euh ... j'ai acheté la société tout simplement parce que je ne voulais pas que d'autres aient accès à l'information. Mais c'est vrai que ... nous sommes entourés ... et ... et tous les week ends, j'avais pratiquement cent personnes au Vietnam et au Laos, qui analysaient tous les matchs en Europe. Et le lundi ou le mardi, j'avais les performances de tous les championats Européens. Donc ... on connaissait individuellement tous les joueurs, et on connaissait leurs performances toutes les semaines.	Wenger	direct quotation	on the use new technologies	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{49}	@30m31s: (...) par contre, on a ... on peut classer les joueurs. Et ... c'est aujourd'hui le moyen sur lequel nous pouvons nous battre: c'est être en avance sur la connaissance des joueurs inconnus. Parce qu'avant qu'un joueur devienne star, il existe déjà, il est déjà bon ... il est pas connu ... donc il ne coûte pas cher.	Wenger	direct quotation	on the use new technologies in football	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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{50}	@31m00s: Ben nous sommes entourés par ... la science est ce mouvement collectif qui permet de mieux comprendre le ... le monde qui t'entoure. Et ... on l'utilise énormément ... ça ... à la fois pour connaître l'adversaire, et pour ... pour connaître tes propres forces et tes propres faiblesses. Mais ... je pense que ... un manager moderne aujourd'hui est quelqu'un qui arrive à sélectionner les cinq ou six paramètres qui sont importants. Parce qu'une équipe, il faut la nourrir, mais pas trop non plus. Il faut lui donner vraiment des ... des trucs décisifs. Et puis la science ... au-dessus de la science, il y a l'homme, le manager, qui intègre tout ça .. et qui garde malgré tout en lui à la fois l'expérience, , l'intuition du prochain match, et qui prend la décision finale.	Wenger	direct quotation	on the use new technologies in coaching	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video
{51}	@31m52s: La dang ... le danger aujourd'hui, dans les clubs, c'est que la science prenne le dessus sur l'entraîneur. Pourquoi? Parce que lui, il est dans le subjectif. Et euh ... en fait, prendre des décisions ... ce qui est extrêmement difficile dans ... dans le prendre des décisions, c'est que nous prenons tout le temps des décisions sans avoir aucune certitude. Par exemple, je te fais jouer ailier droit demain ... euh ... je ... je prends la décision le vendredi soir, en sachant que mon sort en dépend de cette décision, en sachant aussi que tu peux très bien faire un très mauvais match. Et, si la scienc, si les scientifiques autour de moi me disent "surtout ne le fais pas jouer lui", il faut vraiment que je sois costaud	Wenger	direct quotation	Technology amd coaches	Interview	Hisquin François	Qu'est-ce qui nous rend meilleurs? - Arsène Wenger, à l'USI	USI Events	French	2019-07-01 [2020-06-02]	https://www.youtube.com/watch?v=iUQkIO_h4cY	Video

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	pour le faire jouer quand même. Donc je pense que dans beaucoup de club aujourd'hui, l'objectivité scientifique a pris le dessus sur subjectivité de la connaissance et de l'expérience.											
{52}	Die Auslandsgesellschaft in Dortmund zeigt ihre Präsenz bei Sprachunterricht und interkultureller Betreuung unserer Spieler und Gäste.		casual facts	Partners presentation or testimonial with youth department BVB 09 Dortmund	Web page	N/A	N/A		German	Unknown [2020-11-06]	https://nachwuchs.bvb.de/Service/Partner	Text
{53}	p. 81: Bueno, nosotros, en este sentido, contamos con la ventaja de tener una tradición que casi ha formado colonia. Yo a los jugadores les puedo referir que en el Sevilla se van a encontrar con otros colegas francófonos a los que les ha ido muy bien con nosotros. Lo desconocido provoca vértigo y desconfianza, pero cuando se le pone cara y nombre, todo se vuelve más transitable. Ese valor de marca para un mercado tan interesante como el francés, cuyos jugadores saben que con nosotros pueden crecer, conseguir títulos y revalorización, no es algo que se pueda prefabricar, sino un camino que hay que andar.	Monchi	referred quote	Analysis of the scouting and recruiting practices dubbed the "Monchi Method" used by Monchi, then sporting director of Sevilla FC. Scouting agent of a Spanish global club who assist unknown players mature in his club in order to mature for breakthrough on global stage, e.g. from Brazil (Dani Alves), Columbia (Bacca), Croatia (Rakitic), ...	eBook	Pinilla Daniel	El Método Monchi - Las claves del sistema de trabajo del Rey Midas del fútbol mundial	Caligrama	Spanish	2017		
{54}	English Premier League Football Association clubs scouting system: short summary		casual facts	English Premier League Football Association clubs scouting system: short summary	Web entry	Steinberg, Jacob	The transfer hunters: how Premier League scouting set-ups compare	The Guardian.com	English	2017-06-17 [2020-11-06]	https://www.theguardian.com/football/2017/jun/17/transfers-premier-league-scouting-	Text

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											recruitment	
{55}	The man who made it all happen [Monchi] possesses a network of scouts that extend to all of Europe, Africa, Asia, and many parts of South America.		casual facts		Web page	Meda Pavel I.	Top 5 modest clubs with the best scouting staff in Europe	ronaldo.com	English	2019-12-11 [2020-11-06]	https://ronaldo.com/football-news/top-5-modest-clubs-with-the-best-scouting-staff-in-europe/2/	
{56}	p. 53: Recuerdo cuando el Villarreal fichó a Sebastián Battaglia, que para mí era por entonces de los mejores mediocentros de Sudamérica. Pues duró seis meses, porque su mujer no se adaptó a la ciudad. Con esto quiero decir que hay factores que no puedes predecir. Los directores deportivos, yo al menos, no podemos entrar en los domicilios privados. Cuando se cierra la puerta de casa del jugador, termina mi zona de influencia....	Monchi	referred quote	Analysis of the scouting and recruiting practices dubbed the "Monchi Method" used by Monchi, then sporting director of Sevilla FC. Scouting agent of a Spanish global club who assist unknown players mature in his club in order to mature for breakthrough on global stage, e.g. from Brazil (Dani Alves), Columbia (Bacca), Croatia (Rakitic), ...	eBook	Pinilla Daniel	El Método Monchi - Las claves del sistema de trabajo del Rey Midas del fútbol mundial	Caligrama	Spanish	2017		
{57}	p. 53-54: Necesitamos imprimirle al vestuario que exista un sentimiento familiar de pertenencia a un proyecto común. Y tutelar la llegada de los nuevos, hacer que la gente de mayor peso y posible afinidad en el equipo se involucre y actúe como introductora para el recién llegado. Cuando el futbolista fichado no conoce el idioma o la cultura, es necesario ejecutar lo que podemos denominar una consultoría de traslados, que no es otra cuestión que vigilar de cerca el	Monchi	referred quote	Analysis of the scouting and recruiting practices dubbed the "Monchi Method" used by Monchi, then sporting director of Sevilla FC. Scouting agent of a Spanish global club who assist unknown players mature in his club in order to mature for breakthrough on	eBook	Pinilla Daniel	El Método Monchi - Las claves del sistema de trabajo del Rey Midas del fútbol mundial	Caligrama	Spanish	2017		

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	aterrizaje de los fichajes y poner en valor todos los recursos humanos disponibles para que éste se sienta cómodo, importante, y que su familia disponga de los resortes y ayudas necesarias para asentarse en la ciudad			global stage, e.g. from Brazil (Dani Alves), Columbia (Bacca), Croatia (Rakitic), ...								
{58}	p. 55: Estuve en primera línea cuando trabajé de coordinador de fútbol profesional durante dos temporadas. En este sentido, el Sevilla Fútbol Club es un club pionero: teníamos claro que en determinados aspectos ningún otro equipo nos podía ganar y éste era uno de ellos. Se intenta que todos los futbolistas que fichan desarrollen su proceso de adaptación de la manera más natural y rápida posible. Se les recibe cuando llegan a la ciudad, tanto a ellos como a sus familias. Al principio intentamos siempre comunicarnos con ellos en su lengua materna (español, inglés o francés) para que sientan apego. Eso te da una proyección más internacional para los recién llegados y sus entornos. En seguida se les pregunta por aspectos importantes de su día a día (en qué tipo de vivienda quieren residir, la distancia al puesto de trabajo, perfil de colegio para sus hijos, inquietudes laborales y culturales de sus parejas, atención sanitaria) y se les explica aspectos concretos del club y de la ciudad de Sevilla. Y somos muy conscientes de que el boca a boca de sus propios compañeros es el mejor embajador del club cuando sale al mercado a buscar nuevos jugadores".	Alfaró Pablo [Monchi]	re- ferred quote	Analysis of the scouting and recruiting practices dubbed the "Monchi Method" used by Monchi, then sporting director of Sevilla FC. Scouting agent of a Spanish global club who assist unknown players mature in his club in order to mature for breakthrough on global stage, e.g. from Brazil (Dani Alves), Columbia (Bacca), Croatia (Rakitic), ...	eBook	Pinilla Daniel	El Método Monchi - Las claves del sistema de trabajo del Rey Midas del fútbol mundial	Caligrama	Spanish	2017		

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{59}	p. 73: No se ha parado nunca. Ha ido creciendo en el control del mercado mundial. Primero comenzamos en el fútbol nacional. Recuerdo que luego pasamos al portugués y parte del brasileño. Más tarde llegó al francés. El tema es que siempre ha ido reciclándose. Monchi tiene aún mucho recorrido por delante para crecer profesionalmente. Eso es algo que se palpa al charlar con él y que para mí es fundamental. Todavía tiene que ver otro tipo de mercados, otras culturas que le permitan recoger más información para ser más eficiente. En la época durante la que trabajamos codo con codo, nosotros no hemos acertado en un cien por cien, ni de lejos, pero sí en un porcentaje razonable. Yo creo que si afinas al cincuenta por ciento, es para que te saquen a hombros».	Alfaró Pablo [Monchi]	referred quote	Analysis of the scouting and recruiting practices dubbed the "Monchi Method" used by Monchi, then sporting director of Sevilla FC. Scouting agent of a Spanish global club who assist unknown players mature in his club in order to mature for breakthrough on global stage, e.g. from Brazil (Dani Alves), Columbia (Bacca), Croatia (Rakitic), ...	eBook	Pinilla Daniel	El Método Monchi - Las claves del sistema de trabajo del Rey Midas del fútbol mundial	Caligrama	Spanish	2017		
{60}	p. 164-165: Hagamos un mínimo alto en el camino para poner luz en la necesidad de dominar idiomas a la hora de encarrilar las negociaciones y que no se pierdan oportunidades por la impericia de un traductor o la inexistencia del mismo en la hora clave. Monchi se maneja muy bien en francés desde sus años mozos. Sin embargo, hasta 2014 tenía un importante déficit en inglés, una lengua absolutamente fundamental en el mundo de los negocios. Entonces, cuando ya sumaba catorce años en el cargo, el gaditano asumió que nunca es tarde para aprender y se marchó a Londres, con permiso del Sevilla FC, para aprender el idioma de Shakespeare. «Doblaba la edad a mis	Monchi	referred quote	Analysis of the scouting and recruiting practices dubbed the "Monchi Method" used by Monchi, then sporting director of Sevilla FC. Scouting agent of a Spanish global club who assist unknown players mature in his club in order to mature for breakthrough on global stage, e.g. from Brazil (Dani Alves), Columbia (Bacca), Croatia (Rakitic), ...	eBook	Pinilla Daniel	El Método Monchi - Las claves del sistema de trabajo del Rey Midas del fútbol mundial	Caligrama	Spanish	2017		

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	compañeros. Recuerdo sus nombres: Li, Yuko, Aikiko, Aiano, Much, Dogwei, Stefan, Miriam y María Cristina. Mis profesores fueron Daniel McLean, Francesc O'Neill y Nadia Sucha. Durante un tiempo volví a sentirme estudiante, con mis deberes, mi cuaderno de apuntes y libros de texto más propios de veinteañeros que de un ejecutivo que maneja muchas decenas de millones de euros. Sin embargo, esa sensación de ser de nuevo un aprendiz me vino bien para adquirir perspectiva y volver a ponerme en mi propio centro. Es un ejercicio interesante y conveniente para afianzar los pies en la tierra, relativizarlo todo y desdeñar la tentación del endiosamiento. Siempre tenemos que tener actitud de aprender».											
{61}	p. 51: El día que ganamos al Real Madrid, mi gran preocupación era que la madre de Jovetic, que había venido al partido, pudiera saludar al jugador. Esa cercanía que se les da en el Sevilla a futbolistas que vienen con un déficit de cariño es muy importante, quizá les hace tener una sensación de deuda con el club. Sienten el compromiso. Si tú consigues crear ese entorno, todo es más fácil. Y si además cuentas con la complicidad del entrenador, mejor. Es necesaria una humanización del fútbol. Darles cariño a los jugadores. De parte del club, de la afición y del cuerpo técnico	Monchi	re- ferred quote	Analysis of the scouting and recruiting practices dubbed the "Monchi Method" used by Monchi, then sporting director of Sevilla FC. Scouting agent of a Spanish global club who assist unknown players mature in his club in order to mature for breakthrough on global stage, e.g. from Brazil (Dani Alves), Columbia (Bacca), Croatia (Rakitic), ...	eBook	Pinilla Daniel	El Método Monchi - Las claves del sistema de trabajo del Rey Midas del fútbol mundial	Caligrama	Spanish	2017		

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{62}	p. 52: «Hay una similitud en esos casos de falta de cariño con jugadores que rinden aquí cuando en otro lugar estaban defenestrados. En el Sevilla encuentran ese apego. Lo que digo parece un argumento poco profesional, pero es así y funciona así... porque todos somos personas. El cariño se lo da el club, que tiene la virtud de ser muy cercano. El futbolista percibe que el director deportivo del Sevilla se preocupa de que su madre esté atendida. No sé cuánto suma eso, difícil cuantificarlo, pero desde luego que resulta algo apreciable. Insisto: les hace sentirse en deuda con el club, y como se trata de jugadores que tienen fútbol, lo sacan a relucir. Para lograr ese resurgir es importante también contar con la ayuda del entrenador. Ojo, esto no es una regla matemática, pues hay futbolistas que no tiran aunque uses las mismas herramientas, como nos pasó con Konoplyanka o Kerzhakov. Pero la obligación del director deportivo es intentarlo y poner en suerte todos los ingredientes para que la cosa funcione. Si de cada cinco jugadores de ese perfil podemos captar dos o tres, yo me doy por satisfecho».		referred quote		eBook	Pinilla Daniel	El Método Monchi - Las claves del sistema de trabajo del Rey Midas del fútbol mundial	Caligrama	Spanish	2017		
{63}	p.13: No problem, Woody, I love cinema. And aren't you a basketball fan? Maybe we could talk about the Knicks instead.	Guariola	referred quote	Answering to Woody [Allen]'s apologee that he is "not particularly interested in football"	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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{64}	p.13: The Catalan has a reputation for being intense, dogmatic and stubborn. In fact he's quite the reverse. A natural chameleon, Pep knows instinctively how to adapt to every situation. And this natural ability proved vital to his success in Germany where he quickly realised that, in order to impose his vision and ideas, he would have to adapt. To the club, to the players, to their opponents . . . After all, it is not the strongest or the smartest who triumph in the end but those who are willing to adapt.		author's comment	Comment by book author	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{65}	p. 13-14: When I first arrived in Munich I thought I could more or less transfer Barça's game to Bayern but what I actually did was marry the two (...). I brought the Barça philosophy and adapted it to Bayern and the players there. And the result was fucking brilliant! It was a learning curve, though. I had to learn to adapt and there's no doubt I'm a better coach for it. It's something I am taking to my next club.	Guardiola	referred quote		Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{66}	p. 14: The Pep we see today has synthesised all that he was taught by Cruyff at Barça with everything he learned at Beckenbauer's club.	Torrent Domènec	referred quote	Comment by an assistant	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{67}	p. 49-50: In terms of finding space and moving the ball rugby and football are actually quite similar and I wanted to meet Pep Guardiola so that he could show me how to make my squad more flexible tactically,' said Jones. 'We need to be able to vary our tactical formation in response to the rhythm and demands of the game.	Jones Eddie	referred quote	Comment by the association rugby coach Eddie Jones, coach of Japan, England on cooperation and synergy in sports (and culture?)	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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{68}	<p>p. 50-51: In my view Pep went to Bayern too soon. He would have been better taking not just one sabbatical year, but actually two or three to travel extensively and educate himself about the rest of the world. I understand a club like Bayern is hard to turn down, there aren't many clubs with such an impressive history and track record, and he really had to grab the opportunity when it came his way. I still say however that it would have been better for him to spend some time expanding his horizons. I'll explain why. Basically Pep has never developed a scientifically tested working methodology. That's why I encouraged him to visit MIT (Massachusetts Institute of Technology) during his year in New York. MIT is the most pioneering centre of innovation in the world and I wanted him to meet Israel Ruiz, its executive vice-president and see the work they're doing in their technology and design department, MediaLab. I really felt that it would help develop his own methodologies.</p> <p>It's one thing to be a football expert who has watched thousands of games but it's quite another to know how to apply scientific principles to your work. It's almost like your players are robots on whom you test your ideas. Or at least that would be the ideal scenario in a scientific context. When you talk to Pep he always says, "At Barça, my tactics consisted of getting the ball to Messi." You never really get a sense of how Pep judges his own performances. We're good friends and I think I know him pretty</p>	Adrià Ferran [Guardiola]	referred quote	On Guardiola's stance towards technology-assisted training methodology	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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	well but I don't see him applying any kind of tried and tested scientific approach to his work. Obviously it's a tough ask because it would involve getting away from football altogether for a couple of years. But it's the only way to get the mental space necessary to start decodifying the game and then begin to construct the right methodology. I did it. I closed my restaurant el Bulli, put some distance between myself and my work and then started to de-codify cooking.											
{69}	p. 51:. . . Only the absence of Messi (and Xavi and Iniesta) prevented him from replicating the full glory of his Barça years and his many triumphs at Bayern prove beyond doubt that, with or without a touch of Messi magic, his model works.	Adrià Ferran [Guardiola]	re-ferred quote	Comment by a close friend and observer on Bayern's constellation not allowing replication of style/game/tactics at Barcelona	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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{70}	p. 51-52: After having spent three years observing Guardiola at Bayern, I believe that this new-found eclecticism is now a central part of his character. He has successfully fused the philosophy of a radical Cruyffista (possession, passing, attack, defending high up the pitch) with the German qualities of speed and vertical play, putting the ball into spaces, crossing into the box and overloading attacks. In reality the true measure of a coach is not so much the quality of his convictions but rather his ability to teach and embed them even in less than ideal conditions	[Guardiola]	author's comment		Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{71}	p. 52: A good coach should be constantly revising his beliefs, amending and adapting them to achieve the perfect synergy between his own philosophy and the club he represents. A belief system should never become the straitjacket of dogma and it's clear that Guardiola now sees his philosophy as just a frame of reference with which he can move and expand.	[Guardiola]	author's comment		Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{72}	p. 53: A certain measure of doubt is likely to be a permanent feature of Guardiola's life but during his last year in Munich I watched as his tendency to vacillate gradually became a new-found decisiveness. Pep sees doubt as a positive quality which enhances rather than detracts from his analytical skills.	[Guardiola]	author's comment		Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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{73}	p. 55: Indeed, I have on occasion witnessed him furiously scribbling last-minute changes in the afternoon of a match day itself. (...) All of that has now changed. Gone is the hesitation. He still hypothesises, analyses and scrutinises every detail but nowadays he makes his decision and sticks with it. No second thoughts. In fact, on at least six occasions during the spring of 2016, Pep was able to describe his plan to me several days before the game, down to the last detail and the last man. And by match day, I can tell you, not a single factor had changed.	[Guardiola]	author's comment		Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{74}	p. 56-57: You have to go with your instincts no matter what. As long as you believe it can work, that it's not total nonsense, you've got to try it. If you think you've gone wrong then look at it again but if it's good, go for it. Maybe you try something – say, a new way of playing the ball out from the back – but it goes wrong; even then you shouldn't dismiss it as a dead loss – go back and re-work it. Never do what the other guy does just because he's won the clash. Follow your gut.'	Guardiola	referred quote	Speaking with Ormazabal Patricio, then coach of youth team at Cruzados University, Chile	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{75}	p. 57: (...) I've never, ever heard Pep telling anyone that his ideas are better than any other coach. On the contrary, I have already detailed how eager he is to absorb and integrate elements of models practised by other coaches (including rivals for whom he has enormous respect, like Ranieri and Klopp). Guardiola's admirers and detractors alike seem never to tire of pigeon-holing the coach, often labelling him	[Guardiola]	author's comment		Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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	a dogmatic control freak. They could not be more wrong. He is a man in constant evolution, looking for new ideas wherever he goes and moulding them to his own philosophy.											
{76}	p. 97: There are players who think about what the team needs, what the best solution would be for the whole group. (...) Then there are others who basically create chaos. (...) If you manage to get a mix of both types in a team then it gives you a real advantage.	Guardiola	referred quote	Speaking about the need for complementary players	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{77}	p. 162: (eventually Sky Deutschland insisted on doing post-match interviews in Spanish). Guardiola was determined to stick to his guns however, believing that switching to another language would reflect badly on the club. The coach of Bayern should always speak German, he believed, or at the very least, make a serious effort to do so. This policy backfired on him and his conferences were never as clear and as detailed as they would have been in English, not to mention Spanish or Catalan. Almost all the German journalists I spoke to thought that he'd got this badly wrong. They didn't care what language he spoke as long as they could understand what he said. It was really only Pep himself who was bothered about speaking the language of the club and country.	[Guardiola]	author's comment		Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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{78}	p. 163: Guardiola is a man who tends to interiorise things. When presented with a problem, he often assumes sole responsibility and may be unwilling to discuss it openly. At times he'll allow things to fester until he can no longer cope with the pressure and explodes. It doesn't have to be a particularly important issue but for a perfectionist like Pep, even the tiniest details can assume disproportionate significance. It's like watching a pressure cooker heating up, ready to burst. And there's constant provocation in his daily working life: a cheeky question from the press; a slight from an opponent; a player with a poor attitude; a bad decision from the board of directors . . . Pep deals with it all with calm dignity, swallowing his anger and saying nothing. But he's stored it all away and the pressure's building. Then one day he'll overreact and fly into a rage over some relatively minor detail.	[Guardiola]	author's comment		Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{79}	p. 163-164: If you really want to know what I want from life, from my job, I want to be liked. It's not easy though because I have to leave players out [of the line-up] and then they assume that I don't like them. They don't realise that I've made my decision based on tactical considerations or because of what's going on in my head at the time. They think I don't like them and I hate that because I never think our victories are down to me. Sure, I help the process along, but that's all. I don't consider myself better than anyone else and know I've had the good fortune to work for a great club with superb players. In	Guardiola	referred quote	Speaking with children with mental disabilities	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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	my heart of hearts it's not really trophies that motivate me, it's the chance to create good relationships with my players. I like people. And I want them to like me.											
{80}	p. 75: I've actually learned much more than I would've if I'd not been forced to adapt	Guardiola	referred quote	On the readiness of the coach to learn and adapt	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{81}	p. 76: The Bayern players really surprised me. Even more than Pep. They showed such humility and a real willingness to learn. It was quite astonishing.	Reng Ronald	referred quote	On the readiness of players to learn and adapt	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{82}	p. 76: That Bayern's players, led by Lahm, Neuer, Alaba and Boateng were prepared to take this risk says a great deal about their generosity of spirit. In fact, the group's attitude is probably one of the most open and generous I've witnessed in modern football. That these elite champions, who had just won everything it's possible to win, were humble enough to take on board someone else's idea of how to play football, is impressive. Indeed, they threw themselves into the process, stoically enduring the inevitable setbacks, including, presumably, the knock to their own self-esteem that Szasz describes [referring to Szasz Thomas' quote "each conscious act of learning requires the willingness to damage one's own self-esteem"].		author's comment	On the readiness of players to learn and adapt	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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{83}	p. 101: 'What's the most defining characteristic of the All Blacks?' asks Guardiola. 'They pin the opposition back and open them up.' 'You see! That's what I do. I pin them back and open them up. I attack through the centre and open up on the wing. I push my men forward as a unit, at the same time opening up on the wing. That's the best kind of attacking, what they do in rugby. (...)'	Guardiola	referred quote	On learning and transferring ideas from elsewhere	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{84}	p. 139: Team culture is the strategic framework within which the emotional life of and the relationships within the group are managed.		author's comment	On the group life	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{85}	p. 139: At work we basically have four rules. Outside Säbener Strasse do what you want. You're all adults.	Guardiola	referred quote	On team culture	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{86}	p. 139: He expected his players to respect the rules as well as adhering to established disciplines (good nutrition, enough rest, adequate rehabilitation).	[Guardiola]	author's comment	On team culture	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{87}	p. 139-140: He [Guardiola] often showed the team footage of random moments in which he felt they showed the right kind of team spirit (...) Domènec Torrent and Carles Planchart [Guardiola's then assistants] would capture these moments whenever possible so that they could be used by Pep as examples of the sportsmanship and unity he wanted to see.	[Guardiola]	author's comment	On team culture	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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{88}	p. 140: I was often pleasantly surprised by how spick and span the team's dressing room always was after a match. Once the players had gone, if you looked really carefully you might find a tiny bit of grass or some torn tape on the floor. There might even be the odd empty glass on a table. Otherwise, however, the place would be sparkling. The players always cleaned up after themselves and ensured that the dressing room was left spotless. ('We must never consider ourselves too important to do the little jobs')		author's comment	On team culture, evidence referring to Jame's Kerrs book about the All Blacks rugby team of New Zealand: "So, as these sporting superstars clean up their locker room, looking after themselves so that noone else has to, we might ask ourselves if excellence – true excellence – begins with humility; with a humble willingness to 'sweep the sheds", in James Kerr's book <i>Legacy - 15 lessons of leadership</i> , p. 19	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{89}	p. 140-141: (...) before playing the Champions League Final against Manchester United in Rome in 2009, Pep showed his squad a motivational video which had been meticulously prepared by his assistants. The film, set to a soundtrack from the movie <i>Gladiator</i> was intensely moving and Pep's players were visibly affected. His troops sprinted out on to the pitch, raring to go, but then produced a disastrous first few minutes. After the game Pep conceded that stirring up his team in this way was not, after all, conducive to good football.	[Guardiola]	author's comment	On team culture and motivation, and referring to Phil Jackson's [basketball trainer] quote "I knew that whenever I was too worked up mentally, it had a negative effect on my ability to stay focused under pressure. So I went in the opposite direction and instead of rousing speeches I developed strategies to calm their minds and keep them in the moment."	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{90}	p. 141: He [Guardiola]'s already given them his instructions at training and during the team talks and considers them perfectly capable of managing	[Guardiola]	author's comment	On pre-match motivation	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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	their own mental and emotional states without his assistance.											
{91}	p. 141: He [Guardiola] was also happy to allow the players to add their own exercises to the warm-up routines.	[Guardiola]	author's comment	On pre-match motivation	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{92}	p. 142: what we want is to build strong team spirit as soon as possible	Guardiola	referred quote	At first press conference following appointment at Manchester City FC	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{93}	p. 142: Pep wants us to be proud of the jersey we're wearing. He also wants us to earn the right to wear it.	Clichy [Guardiola]	referred quote	Following appointment at Manchester City FC	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{94}	p. 143: I try not to get too close to them because I don't want them to think that the relationship influences whether or not they play. I'm the one who has to make that decision and I don't want emotions getting in the way.	Guardiola	referred quote	On desired relationship with players - which did not work at Bayern acc. The following paragraph	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{95}	p. 143: Whatever happens these players are my heroes and always will be. Things have been really tough and they've handled it brilliantly.	Guardiola	referred quote	On relationship with players	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{96}	p. 146: The atmosphere in this team is fucking brilliant,' (...) 'We've got no moaners, no loners and we've all got exactly the same priorities. I've been so lucky with these lads. They're superb people, amazing players and it's been a joy to work with them.'	Guardiola	referred quote	On relationship with and between players- February 2016 just after being hit with a barrage of criticism from the German press.	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{97}	p. 146: If Lahm embodied integrity and restraint, Thomas Müller was the player who brought anarchy and humour to the dressing room and together the two men created the perfect balance between discipline and fun that made the Bayern dressing room so special.		author's comment	On players' contribution to the team culture	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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{98}	p. 148: This is the best thing about being a coach. Winning the affection and respect of your players		referred quote	Commenting last days before leaving Bayern	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{99}	p. 148: Pep has this special vision of football he learned from Cruyff but none of us had any idea what he was talking about when he first arrived. Tactically, he's way ahead of anyone else. By at least five years.'	Pizarro [Guardiola]	referred quote	Statistically less frequently used player's thoughts on the coach	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{100}	I've worked under great coaches, like Van Gaal, Hitzfeld and Heynckes, but Guardiola's far and away the best. I was thirty-six when he took over but I learned so much from him. He's definitely the best coach I've ever had.	Van Buyten [Guardiola]	referred quote	Statistically less frequently used player's thoughts on the coach	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{101}	p. 148: 'Pep is the best coach in the world, without a doubt . . . If you want the honest truth, I'd say that he'll win the league and change this country's football forever. For sure. Wait and see, we're going to be watching a totally new kind of game.	Kirchhoff [Guardiola]	referred quote	Statistically less frequently used player's thoughts on the coach	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{102}	p. 156: Pep knows all the Bundesliga clubs much better than most Germans.	Neuer [Guardiola]	referred quote	Goalkeeper Manuel Neuer on his coach's knowledge	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{103}	p. 161-162: This determination to connect with people was evident from the start at Bayern: he chose to speak in German at his presentation ceremony, was happy to attend his first Oktoberfest (Munich's famous beer festival) clad in the traditional Bavarian lederhosen, agreed to the club's 'open door' policy at training sessions, tolerated the existing policy regarding medical care and understood that at Bayern the coach of the first team has no responsibility for the club's youth categories.	[Guardiola]	author's comment	On players' contribution to the team culture	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{104}	p. 188-189: Communication is enormously difficult and language, at times, only adds to the confusion. I'm not just thinking here about multilingual teams like Bayern.		author's comment	On language as a mean of communication	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{105}	p. 189: And there's another aggravating factor. In football, communication usually takes place at moments of stress. An instruction given in the heat of competition, at a moment of tension or disappointment or when the player is exhausted is easily misinterpreted.		author's comment	On language as a mean of communication	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{106}	p. 189: He [Ming Yao, Chinese player] only understands half of what I say . . . Just like any other foreign or American player.	Van Gundy Jeff	referred quote	On ambiguity of language applied to football	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{107}	p. 190: When coach says, "I want you to press," what does it really mean? It could mean that everyone heads straight for the ball so the players closest to it will obviously get there before the guys who are further away. Or you could take it to mean that you wait until the guy with the ball goes wide and then only the players closest to him start to press. Or it could mean that you have to wait till the ball crosses the half-way line and moves into an area where there are fewer rival players. That's when you press because it'll be easier to rob the ball. And so on and so forth. These are all perfectly clear, sensible interpretations and yet they also confuse the issue enormously. As a rule everything in football is clear yet confusing.	Seirul.lo Paco	referred quote	On ambiguity of language applied to football	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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{108}	p. 190: That's why there's so much confusion between coaches and their players. Every country tries to address this issue as part of their training programmes for coaches but what one country thinks of as breaking free of a marking scheme, for example, might be totally different from the way they define it in another country. It's not just about language. It's to do with differences in the way concepts are understood and defined. Each nation's game is rooted in the particular traditions of that country. Probably because we play it with our feet. If we used our hands it would never have put down the kind of roots it has.	Seirul.lo Paco	re- ferred quote	On ambiguity of language applied to football and nation-specific semantics for the game	Book	Perar- nau Martí	Pep Guar- diola - The Evolution	Arena Sport	English	2017		Text
{109}	p. 190: Everyone in basketball uses the same terminology because the lexicon was established by the NBA. It's a different story in football where we don't even use the same numbers for positions on the field. In basketball everybody's clear about what a No.1 is and the only variants are in what that player should do: score from a distance, pass, dribble etc . . . Everything else is taken as read: this guy's a No.1 and that guy's a No.2. There are universal names for every position because the NBA oversaw this process. But the origins of football are quite different. Football started out being played on the street and people used their own terminology to describe what happened. As its popularity increased so too did the terminology that was used. If you consider that there are some countries who still have no official coaching academies, it makes sense that	Seirul.lo Paco	re- ferred quote	On semantic-driven (if not ontology-driven) differences and ambiguity in football, as opposed to basketball	Book	Perar- nau Martí	Pep Guar- diola - The Evolution	Arena Sport	English	2017		Text

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	people are still using different terminology to describe the same concept.'											
{110}	p. 190: There's no way of establishing precisely what percentage of Guardiola's instructions during training sessions are understood by his players. What is clear however is that when he first arrived at Bayern, the players grasped very little of what he meant and by the time he left they were absorbing almost everything.		author's comment	On the necessity of repetition/practise to ensure understanding.	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{111}	p. 191: Another good way to ensure the effective transfer of knowledge from coach to player is the use of a 'metalanguage': their own language containing all the relevant vocabulary they'll need to describe the particular concepts and playing models they use. Or in other words, the use of football as a language in its own right. Previously, I've written about the 'Barça language'. I was trying to define the work of La Masia (youth football) where Barça's young players were developed and I realised that the teaching methods and playing models they used there actually constitute a language. Coaches, trainers and players all use a distinct vocabulary to refer to the football they practise: codes used in both		author's comment	On the evolution and existence of a common language, a metalanguage, as the proper mean of communication within a team, and during the game	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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	written and spoken form, special terminology and a distinctive numbering system.											
{112}	p. 192: Seirul.lo believes that football is indeed a language, a 'metalanguage' in which a pass is a means of communication, the playing model is the grammar we need to master and the codes, numbers and terminology, the alphabet.		author's comment	On the structure of the metalanguage of football	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{113}	192: Pep's sophisticated football ideology was created in Holland, developed in Barcelona and enhanced in Germany. Hopefully England will mark a new milestone in its progression.	[Guardiola]	author's comment	On the evolution of the leader across nations, and the challenge of creating and establishing another metalanguage at a new site.	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{114}	p. 193: What's clear is that Guardiola doesn't fear sharing his knowledge with others. Just consider his close friendship with rival, Thomas Tuchel. Pep had no hesitation in sharing the details of his playing model with him and he's done exactly the same with the many coaches (from all levels of football) who visited him at Säbener Strasse: Sampaoli, Zidane, Dorival Júnior, Sanvicente, Gattuso, Fran Beltrán, Patricia González . . . More than fifty of his peers came to Munich to seek his guidance and opinions.	[Guardiola]	author's comment	On the legacy of knowledge (and the continuous collaboration) Guardiola entertains with his former clubs and with his peers.	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{115}	p. 194: I'm delighted if I help a player on the way to becoming a coach in the future. Johan and others did it for me and it's right and proper that I do	Guardiola	referred quote	On spending time with players [Alonso Xabi and Neuer Manuel] to talk tactics	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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	it now with my players.											
{116}	p. 203-204: People here in Germany don't tend to watch games from the Portuguese league and it doesn't get much coverage in England or Spain either. So nobody really appreciates just how good Benfica are.	Guardiola	referred quote	Preparing of a Champions League game against Benfica Lisboa, April 2016	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{117}	p. 204: He's watching the games in full panorama – all the pitch in vision all the time, so that he can seek out tiny details. Carles Planchart's done some extensive analysis too and has given Pep his conclusions but, as always before a big game, the coach wants to do his own detailed evaluation which he'll then compare to the work of Planchart and the rest of the technical team.	[Guardiola]	author's comment	Preparing of a Champions League game against Benfica Lisboa, April 2016	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{118}	p. 215: There's no way I can say what's going to happen on the return leg. We can't tell the lads that, because we had seven good chances today, in the next game we'll have fourteen and get three goals at home. I don't know how it'll go. None of us do. Every game starts from zero and this is such a complex game that you can never say for sure what's going to happen. That's the magic of football I suppose. It's why we're all so passionate about it. Maybe they'll get another goal and we'll have to score three. Or we might get five. Who knows? All we know is that we need to work really hard to ensure our lads are as well organised and disciplined as possible.	Guardiola	referred quote	following 1-0 defeat away to Atlético de Madrid in Champions League semi-finals first leg	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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{119}	p. 228: We have to do this for the guys who've invested so much in the game, in this playing model. It's not about what people say about us, it's not about the column inches in the papers, no, it's for everyone who's worked so hard to produce this quality of football. There are so many coaches who've put themselves on the line down the years to ensure that these ideas survive. And I've a duty to pass what I know on to future generations. Guys like Xavi and Busquets will eventually take on the mantle at Barça and they'll pass their knowledge on just like Johan Cruyff did for me and as I tried to do for them. Mascherano is someone else who'll make a fantastic coach as will guys like Xabi Alonso, Manu Neuer, Javi ... That's what it's all about.	Guardiola	referred quote	following 2-1 victory at home against Atlético de Madrid, in Champions League semi-finals first leg, and 2-2 on aggregate seeing his team eliminated from the competition.	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{120}	p. 229: We may not have made it to the final but we played the kind of football that's made the whole world sit up and take notice. That's not nothing. And it's all thanks to my players. They were tremendous. So brave.	Guardiola	referred quote	following 2-1 victory at home against Atlético de Madrid, in Champions League semi-finals first leg, and 2-2 on aggregate seeing his team eliminated from the competition.	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text
{121}	p. 229: There are a lot of coaches around today who play a very reactive game . . . I mean them no disrespect but we're different. We're carrying on the work of Cruyff, of Juanma Lillo, of Pedernera, of the Brazil of the 1970s, of Menotti and Cappa, Ajax, the Marvellous Magyars . . . We're their natural heirs and of course we'll lose sometimes. But the sun will still rise the next day and we'll go on dreaming our dreams,	Guardiola	referred quote	following 2-1 victory at home against Atlético de Madrid, in Champions League semi-finals first leg, and 2-2 on aggregate seeing his team eliminated from the competition.	Book	Perarnau Martí	Pep Guardiola - The Evolution	Arena Sport	English	2017		Text

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	doing our thing. In football, nobody wins all the time, my friend. Not even Maradona won every game. Not even Pelé.											

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{122}	<p>@34m16s: - Schianchi: Queste immagine dimostra che è [Ancelotti] un allenatore che sa stare dietro il gruppo, che sa stare dietro l'ambiente. Allora io gli chiedo: come fai l'allenatore? C'è e ... Non alleni soltanto giocatori. Ti rapporti con l'ambiente, ti rapporti con la società, ti rapporti con ... con i presidenti, ovviamente - e non ne ha avuti di piccoli - e come stai vivendo anche, ti chiedo, quest'esperienza a Napoli?</p> <p>-Ancelotti: Beh... il ruolo dell'allenatore è un ruolo quello abbastanza complesso. Bello, piacevole, ma molto complesso. Perché ... devi relazionare con i giocatori, prima di tutto con la società, e con tutta la gente che lavora con te. Insomma, dobbiamo pensare che ... diciamo, la squadra di calcio sono 25 giocatori ma ci sono, altrettanti perlomeno... diciamo, il gruppo squadra comprende una cinquantina di persone, che sono tutti importanti ehm ... allo stesso modo. Sono importanti nella misura in cui tu li rendi importanti. E direi anche che sarà considerato importante il lavoro che fa il magazziniere per ... permettere sempre ai giocatori le condizioni di avere tutte le cose che gli servono al loro posto ... insomma. E quindi è cambiato molto. E ... diciamo che la mia idea di gestire questo gruppo è lì ... rendere le persone più comode e più ... eh... sì, comode è possibile. Delegare, dare responsabilità perché credo che sia importante. Perché delegare è quello che si apre ... un allenatore ha uno staff importante. Devi dare la possibilità e responsabilità alle persone con quale lavoro.</p>	Ancelotti	direct quotation	After showing a photo of the manager singing and celebrating a title with his team and fans [England]	Group interview	Valenti Gianni, Schianchi Andrea	La bellezza del calcio raccontata dai maestri	La Gazzetta dello Sport - Il Festival dello Sport	Italian	2018 [2020-03-05]	https://www.facebook.com/LaGazzettaDel-lo-Sport/videos/ancelotti-guardiola-sacchi-per-ilfestivaldel-lo-sport/278795786092796/	Video

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	<p>Delegare significa anche dare responsabilità. Quindi puoi delegare un calciatore, puoi delegare un dottore, puoi delegare il tuo staff tecnico. È chiaro che tu devi avere le possibilità e la necessità di tenere sotto controllo ... questa ... e credo che ognuno di noi ha una maniera personale di gestire le proprie cose. Qualche volta mi hanno detto ... ah, nei momenti di difficoltà ... diciamo ... tutte le volte mi dicono "ma però, sai ... la tua gestione è troppo morbida. Tu devi usare la frusta. Sei troppo buono. Tu devi usare la frusta." E io gli dico sempre "se avete di uno che usa la frusta, non dovete chiamare me, chiamatene un altro". Perché la mia ... il mio carattere non è quello.</p> <p>Quindi, la formazione del tuo carattere dipende delle esperienze che hai avuto. C'è ... inizia dai maestri: Se avevi un maestro ... se avevi un papà che te frustava, o che te pichiava ... diciamo, cresci con un altro tipo di cara ... di carattere. Se avevi una maestra che ti dava le bacchettate per non farti scrivere con la sinistra, probabilmente sarei cresciuto ma non ho mai avuto ... queste esperienze. Quando sono cresciuto con un carattere così. E mi devi dare la possibilità di esprimere il mio carattere d'avanti ... perché esprimere il proprio carattere d'avanti agli altri è l'unica maniera per essere credibile. Perciò di fronte ai miei calciatori ... sono ... diciamo ... rude, non sono credibile. Non sono credibile.</p>											

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{123}	@37m36s: - A Napoli non sei mai stato rude? - Ancelotti: No no, non è il fatto che ... dopo ti arriabi, come ci arriabiamo tutti quando le cose non funzionano bene. Ma non è mai ... non è mai l'errore, diciamo, tecnico che ti fa arrabbiare. È, diciamo, una questione di compartimento. Se tu vedi un giocatore svogliato, poco attento, deconcentrato: lì. Non è che ti arriabi se un giocatore sbaglia un calcio di rigore perché non sappiamo ... Napoli, credo ... adesso un poco sono lì ... è un bel ambiente, una bella famiglia. (...)	Ancelotti	direct quotation	After showing a photo of the manager singing and celebrating a title with his team and fans [England]	Group interview	Valenti Gianni, Schianchi Andrea	La bellezza del calcio raccontata dai maestri	La Gazzetta dello Sport - Il Festival dello Sport	Italian	2018 [2020-03-05]	https://www.facebook.com/LaGazzettaDelloSport/videos/ancelotti-guardiola-sacchi-per-ilfestivaldello-sport/278795786092796/	Video
{124}	@56m54s: - Valenti: È possibile che in un futuro ... possiamo vedere su una panchina italiana lo che avevi fatto già ... tre campionati ... che tu possa venire allenare in Italia? - Guardiola: Perché no? perché no? Non sapeva ... (audience applause) Se mi sarebbe detto anni fa che ho allenato il Barcellona, poi andare a Monaco ... io in Germania ... parlare il Tedesco. - Ancelotti: Lascia stare. - Guardiola: E poi ... quindi adesso in Inghilterra ...no lo sa dove mi porterà... forse, perché no?	Guardiola/Ancelotti	direct quotation	Interviews of football coaches on the beauty of the game and their leadership approach(es)	Group interview	Valenti Gianni, Schianchi Andrea	La bellezza del calcio raccontata dai maestri	La Gazzetta dello Sport - Il Festival dello Sport	Italian	2018 [2020-03-05]	https://www.facebook.com/LaGazzettaDelloSport/videos/ancelotti-guardiola-sacchi-per-ilfestivaldello-sport/278795786092796/	Video
{125}	@58m23s: La grossa differenze che ho notato che è, diciamo, al livello ambientale. [Sono] stato fuori a l'estero nove anni. È stata un'esperienza bellissima: l'Inghilterra, la Francia, la Spagna, la Germania ... stadi nuovi nella maggior parte dei casi, e ... infrastrutture bellissime, stadi pieni, ma soprattutto, diciamo, rivalità sportiva! E lì io penso che siamo arrivati indietro. (...)	Ancelotti	direct quotation	Interviews of football coaches on the beauty of the game and their leadership approach(es)	Group interview	Valenti Gianni, Schianchi Andrea	La bellezza del calcio raccontata dai maestri	La Gazzetta dello Sport - Il Festival dello Sport	Italian	2018 [2020-03-05]	https://www.facebook.com/LaGazzettaDelloSport/videos/ancelotti-guardiola-sacchi-per-ilfestivaldello-sport/278795786092796/	Video

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											sport/278795786092796/	
{126}	<p>@01h02m05s: - Ancelotti: In due anni ... a Londra, in Inghilterra, no ho mai ricevuto un insulto. In due anni.. E per quello ho detto "ma sono fuori di testa, questi qua!" Inventa no. È come si vive.</p> <p>- Schianchi: È un valore, Pep, questo della Premier [League], no? È un valore, questo della Premier? Insieme ad altri valori. Si sta bene in Inghilterra ad allenare?</p> <p>- Guardiola: Molto, molto molto. Tu sei ... con la squadra, loro ... ti prende "tu sei uno di noi" e ... non succede ... non ti giudichiamo per ... si vinci o perdi ... "sei uno dei nostri fino al fine". E poi per le strade ... la gente ... il problema, l'ho visto in Germania, è diverso della Spagna o de Barcellona ... in Germania le piace il calcio, ma poi anche il teatro, il cinema ... la Germania, la settimana fa la vita ... vive, non è soltanto 24 ore su 24 solo calcio calcio calcio. Io credo che in Spagna ... en qui, qua in Italia, en questi paesi più latini, è un pò più ... puff ... esagerato questo senso. En Inghilterra se vive molto molto bene. Non vedi giornalista durante la settimana (...)</p>	Guardiola/Ancelotti	direct quotation	Differences between country-specific fans and players' mentality in England and the other leagues	Group interview	Valenti Gianni, Schianchi Andrea	La bellezza del calcio raccontata dai maestri	La Gazzetta dello Sport - Il Festival dello Sport	Italian	2018 [2020-03-05]	https://www.facebook.com/LaGazzettaDelloSport/videos/ancelotti-guardiola-sacchi-per-ilfestivaldello-sport/278795786092796/	Video
{127}	@01h03m58s: È normale, una cosa culturale. Poi, è semplicemente diverso ... Quando viaggi, ti rendi conto della diversità di ... dei popoli (...)	Guardiola	direct quotation	Discussing perception of differences between country-specific journalists practices	Group interview	Valenti Gianni, Schianchi Andrea	La bellezza del calcio raccontata dai maestri	La Gazzetta dello Sport - Il Festival dello Sport	Italian	2018 [2020-03-05]	https://www.facebook.com/LaGazzettaDelloSport/videos/	Video

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											ancelotti-guardiola-sacchi-per-ilfestivaldel-lo-sport/278795786092796/	
{128}	@00m13s: Well depends on the day (laughs). Very very well ... I don't know, I can understand fix-six, a bit Japanese as well ... French, German, English, Spanish, Italian, and a bit Japanese.	Wenger	direct quotation	answering question on how many languages he speaks	Interview	NN	Arsene Wenger on Languages	Muntazir Mehdi	English	2011-11-27 [2019-12-26]	https://www.youtube.com/watch?v=aSWnNRrtfw0	Video
{129}	@00m35s: Well ... I feel everytime you learn a new language, the next one is easy to learn.	Wenger	direct quotation	answering question if there is any language he'd like to learn	Interview	NN	Arsene Wenger on Languages	Muntazir Mehdi	English	2011-11-27 [2019-12-26]	https://www.youtube.com/watch?v=aSWnNRrtfw0	Video
{130}	@00m52s: When I was a very young boy, I always wanted to go out of my village. I lived in a very small village, and I quickly noticed that when I went out there, to Germany for example, people spoke a language that I didn't understand. And I tried to think ... ok I have to learn German. That's why I worked very hard at school with my German and I became quite good. After, when I was a bit older, because I was very passionate about football. I thought ... I have to ... I don't imagine that I will spend my life in my village. And how could I get out there and know more about football? Of course England invented football, and therefore I had to learn English. So I decided to learn English. But I never imagined that one day I would coach in England, of course.	Wenger	direct quotation		Interview	NN	Arsene Wenger on Languages	Muntazir Mehdi	English	2011-11-27 [2019-12-26]	https://www.youtube.com/watch?v=aSWnNRrtfw0	Video
{131}	@04m14s: provide teachers for the players who are coming, of course, that who don't speak English at all.	Wenger	direct quotation	if foreign players are provided assistance by his club for learning English	Interview	NN	Arsene Wenger on Languages	Muntazir Mehdi	English	2011-11-27 [2019-12-26]	https://www.youtube.com/watch?v=aSWnNRrtfw0	Video

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{132}	@05m02s: First, I had some English players when I was coach in France: Glenn Hoddle, Mark Hatley, ... who helped me to improve a little bit my English. After when I went to Japan. At the start, of course, I couldn't huh ... coach in Japanese at all, and I decided to coach in English. They gave me an English translator. And we started to lea ... to lose the first five-six games ... and ... and one day the chairman -that shows you what language means- the chairman called me and said "please can you come and meet me." I said "okay, no problem." And I expected the sack. To lose five-six games, in the club, it usually means "bye-bye." And I went in there, and the Chairman tells me "I've taken a very big decision", I said "yes, I understand", he said: "I will the translator." I said "thank you very much, but it's not his fault I'm losing games." And finally, I could save the translator and we won the few games after. And we both stayed at the club.	Wenger	direct quotation	experience with a translator in Japan	Interview	NN	Arsene Wenger on Languages	Muntazir Mehdi	English	2011-11-27 [2019-12-26]	https://www.youtube.com/watch?v=aSWnNRrtfw0	Video
{133}	@06m21s: But it just shows you, at the start, when you are in a foreign country ... of course you have to learn the culture ... the local culture. But as well the communication, in our job what you transmit ... what you know, your knowledge becomes very very important. And then I started of course to have a Japanese teacher. And ... it's not only that you speak well, the language ... but I felt when you get deeply into a language, you know more about the culture. And you understand better people. Because ... the language, the way the sentences are built, has a very big	Wenger	direct quotation	language for access to culture and people	Interview	NN	Arsene Wenger on Languages	Muntazir Mehdi	English	2011-11-27 [2019-12-26]	https://www.youtube.com/watch?v=aSWnNRrtfw0	Video

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Original format
	influence on the way people behave. And you penetrate much more the ... the way people think, the way people behave. And I felt every time when I was in a foreign country, and I started to learn the language ... I didn't speak perfectly the language, but I always had the feeling that I understood them more.											
{134}	@08m43s: But what is great in sport is that, as well, people cannot speak together can play together. Because you ... You use basically your body, and the way you understand the game to communicate. And you can have a ... can share exactly the same vision of the game ... a Russian, an American, a Japanese can play together, can have a fantastic time together without talking together. And that's where football sometimes is a ... huh obstacle ... is an obstacle to improve the communication because the players feel they can anyway play together, they don't need to communicate. And we have to push them really to learn very well English. Because they feel sometimes that to play together is enough. And we have to work on the communication inside the team when we have many people together from different countries ... because high communication in a group meets high dynamic. The first thing that dies when the team's dynamic goes down is the communication ... create little clans right, left, everywhere, you know ... and the communication goes. That	Wenger	direct quotation	language as an instrument	Interview	NN	Arsene Wenger on Languages	Muntazir Mehdi	English	2011-11-27 [2019-12-26]	https://www.youtube.com/watch?v=aSWnNRrtfw0	Video

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Original format
	means the team dynamic goes as well.											
{135}	@23m19s: (...) They help me ... the big coaches, and José [Mourinho] is of course one of them ... they help me to reach another level like a coach ... So my experience against him, against for example Jürgen Klopp in Dortmund, or in that time in Dortmund Thomas Tuchel and a lot of coaches and managers in Spain, in England, they made me better (...)	Guardiola	direct quotation	At first press conference following appointment at Manchester City FC	Video	NN	Pep Guardiola's first Manchester City press conference	Man City	English	2016 [2020-11-09]	https://www.youtube.com/watch?v=wdgg77kQWcg	Video
{136}	@00m16: First of all, I have to say ... I have to say sorry for my English but hmm ... (...)	Klopp	direct quotation	First words speaking publicly in English during presentation at Liverpool FC	Video	NN	Jürgen Klopp's Liverpool FC unveiling press conference (in full)	This Is Anfield	English	2015 [2020-02-01]	https://www.youtube.com/watch?v=pVcRk9YPpA	Video

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{137}	<p>p. 5: Since our beginning, the education and development of our members, and prospective members, has been a responsibility we have taken very seriously. In this respect, one of our major objectives has been to meticulously research and identify those characteristics and traits common to the best of the best. Our findings leave us in absolutely no doubt; the quality which sets apart the very best from the rest is 'leadership'. The best managers are passionate about football, obsessed and driven by the need to manage and succeed. Without exception, they also share a crystal-clear sense of where they are going; they know and understand how they will get there; and they have that precious ability to get inside the hearts and minds of those they work with and convince them to follow. They all possess an unquenchable thirst for knowledge, a passion for learning, and a willingness to successfully adapt to changing times and circumstances. In addition, they all have a huge generosity in their willingness to share information for the benefit of those taking their first treacherous steps up the slippery slope of football management. It is this willingness to share that has enabled the LMA to methodically develop our own Leadership Education Programme, 'Survive, Win, Succeed', as we have sought to ensure that all our members receive the best possible start to their careers.</p>	Wilkinson	referred quote	Foreword	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{138}	p. 6: (...) what we traditionally understand the term 'manager' to mean, and to their ability to encompass aspects of leader, father figure, coach, and psychologist roles into their daily work.	Wilkinson	referred quote	Foreword	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{139}	p. 11: it is about creating winning environments, delivering on enormous expectations, overcoming significant challenges, handling pressure and staying centred throughout – a set of challenges familiar to leaders in all sectors.		author's comment	The role of a leader in [English] Premier League Football	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{140}	p. 14: The manager's philosophy, if sufficiently clear and powerful, will filter down not only to his team, but also to other teams at all levels within his club's structure – and it might actually impregnate the whole club for a long, long period. (...)	Hodgson	referred quote	a possible long lasting impact by a manager	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{141}	p. 15: There was a time when clubs thought that winning on the pitch was enough. Now times have changed and you need to win off the pitch as well (...) and this is also based upon very good human relationships.	Houllier	referred quote		eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{142}	p. 19: it's a cruel and hard, hard world trying to make your way up as a manager. You come through that, you generally end up being a good leader.	Allardyce	referred quote	Reflecting on conflicts with owners and chairmen, as well as the general environment in lower leagues.	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{143}	p. 23: Owners now are making massive investments in their clubs (...) so it is entirely reasonable that they may go for high-profile managers with track records, no matter where they were born. People now quite happily realise that being English is in itself neither an advantage nor a disadvantage [for Premier League management] – in the same way that being Italian or French or any other nationality is neither an advantage nor a disadvantage. A manager can succeed or fail whatever his nationality. There is some interesting variety though that comes from cross-cultural appointments. While the actual job of coaching and managing a football team in terms of the physical and tactical side may not vary much, what can vary from culture to culture are the leadership qualities and characteristics required, and with those the ability to lead a team of people to success. Bob Houghton and I both used our own style to get to success in Sweden in the 1970s and 80s; Wenger and Mancini have been doing it recently in England.'	Hodgson	referred quote	on "choosing the right man for the job"	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{144}	p. 23-24: Every day as coaches, we are in the communication business. In lower leagues we are also educators, but at the top end we work with people who know how to play superb football. I have been privileged to always work at the top end, so my work has been making sure that the skills and abilities the players have are blended together and are used purely and solely for the benefit of the team. And that's where you come	Hodgson	referred quote	some aspects and requirements for the job	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Original format
	to the major leadership challenges: some of your players whose abilities are important to the club and the team are going to be ego-driven and insufficiently team orientated to bring those skills to the team itself.											
{145}	p. 24: There are two types of players: the players who bring what they have to the team to make the team good, and players who use the team to make themselves look good. When you encounter the second type, communication skills are absolutely critical if you are going to convince them that they are on the wrong road.	Hodgson	re- ferred quote	team constellation	eBook	Carson Mike	The Man- ager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{146}	p. 26: Every business, every organisation has stakeholders whose voices are important and influential. But one of the traps of leadership is to believe you are the centre of the universe. Hodgson has both humility and pragmatism, not disregarding the fans for their emotional attachment, but honouring it with respect and thoughtfulness.	[Hodg- son]	au- thor's com- ment	qualities of a manager in the middle of a turbulent environ- ment	eBook	Carson Mike	The Man- ager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{147}	p. 26: At Porto, I had one massive, massive advantage, which Pep Guardiola also had at Barcelona: we were both coaching teams we supported as fans. When that happens, you know exactly how your fans behave, you know how to touch people, you know how to move people, you know the channels.	Villas- Boas	re- ferred quote	the pressure [from the fans] to compete and win	eBook	Carson Mike	The Man- ager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Original format
{148}	p. 26-27: The greatest managers are able to replicate these things at different clubs and in different leagues. José [Mourinho] is the greatest example of this kind of adaptability with maximum success. It is something that is not achievable for all other managers.	Villas-Boas	re-ferred quote	adaptability and appreciation for the manager's effective work	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{149}	p. 27: They have heard or read about this Neil Warnock who breathes fire and smoke comes out of his ears and they don't want that – but when they actually get me working for them they understand how I work and they quite enjoy it.	Warnock	re-ferred quote	adaptability and appreciation for the manager's effective work from the fans	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{150}	p. 32: I never had a problem with the press; usually I like to joke with the press. Sometimes we all take it too seriously. Football is a game, after all. I love the atmosphere in England for this reason. In England, football is very important, but the atmosphere is very good. The press in England are not so interested in tactics, so they don't put so much pressure on managers. They like the private lives – especially the tabloids. In Italy and in France they put more pressure on the tactics of the game. In Italy they want all the press conference to talk about the line-up. All the questions are to understand what the manager thinks about the line-up and which players are going to play or not. If they understand the line-up they can also understand the player that plays and maybe they can put some pressure on the players that don't play. In France they are the same. So in the press conference, I like to joke and keep it light.	Ancelotti	re-ferred quote	authors's comment, p. 32: "Interestingly, managers find that media attitudes vary from country to country – which accounts for some of the variety in approach from non-native Premier League managers. Carlo Ancelotti actually prefers the English press to the more tactically aware Italians and French:"	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{151}	p. 33: While you can get around language barriers on the coaching field where a lot of what you do is technical, dealing with other stakeholders – not least the media – can present a major problem. You have to develop at least a working knowledge of the language when working abroad.	Ancelotti	referred quote	Language issue	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{152}	p.39-40: It is very difficult. Sometimes a player causes problems for his manager. But if he doesn't understand what his manager needs, then he knows he cannot play at the top level. We managers have a possibility to leave players out. But if you take a strong decision you have to have the support of the club. If you don't have that support you are dead. If you make a mistake, you have to have the support of the club and until the last day you have to be the number one. The players know if there is no good relationship between manager and president or owner. It's very easy to break the dressing room. I had a good example when I was at Juventus. I felt that I was really the number one, and the club had a lot of trust in me. Eventually they sacked me because I wasn't good enough. This was OK, but until the last day, there was no problem. The players knew this very well. This is the key to keeping good relations when times are tough.	Ancelotti	referred quote	On the importance of one-on-one relationship	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{153}	p. 40: Leaders have values and behaviours that their players don't necessarily share.		author's comment	the reality of leader-follower attitude	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{154}	p. 40: When I get off a bus – Premier League or Championship – players will go into the dressing room, big earphones on, music blaring, walk past the crowds. I get off last and when I get off I take my own pen out and I go round the bus and for 20 to 30 minutes I sign autographs. I'm happy doing that, rather than going into the dressing room and listening to that headbanging music which I've no time for. I'd rather talk to people.	Warnock	referred quote	the changing reality of leader-follower attitude	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{155}	p. 40: 'The human beings that we deal with now are more fragile than they ever were. They are cocooned – brought up differently. They are often protected by parents who live their lives through the success of their kids	Ferguson	referred quote	the changing reality of leader-follower attitude	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{156}	p. 40-41: From when I first started out in management to where I am now, the characteristics of society have changed enormously – and my own leadership approach has evolved accordingly. I spend a lot more time now speaking individually with players.	Pulis	referred quote	the effect of the current reality on the manager	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{157}	p. 41: When I first started and I had to say something to a player in front of the rest of the team, then I would just say it without flinching, even if it was detrimental. Today 90 per cent of the times when I need to sort out an issue with a player, I will take a player out of the group situation and talk to him individually.	Pulis	referred quote	the effect of the current reality on the manager	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{158}	p.41: I think players – possibly reflecting society in general – take things more personally than they did 20 years ago, and it's important as a leader to adjust your skill set accordingly	Pulis	referred quote	change of society and players over time	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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{159}	p. 41-42: I enjoy getting the best out of people where other people say don't touch them with a barge pole. When everyone tells me, "They can't do this, they can't do that," I look at what they <i>can</i> do. I also look at <i>who they are</i> – their temperaments and personalities. I like creating a team of different characters. When I first started at Scarborough in 1986, we were betting certainties to be relegated – supposed to be the worst team in the league. I took about 20 players up to Scarborough to show them the set-up. All of them were free transfers, all cast-offs – but I just felt that every one of them had something to offer. They all had plusses. I think you can get carried away looking at what they're not good at, but I think if you can work on what someone is good at you have more opportunity of progressing than you have if you focus on their faults.	Warnock	re-ferred quote	author's comment: p. 42: A leader should be prepared to back his own judgement, even in the face of contradictory advice from those close to him.	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{160}	p. 43: In Milan, I had a report to help me understand what kind of player I was seeing, for each player. It was very interesting. So when they make a mistake yes, you have to speak to them individually. But also you have to understand what kind of communication players like because there are some players who don't like to be spoken to in front of the others, there are others that don't have a problem with you speaking in front of the others. Sometimes you have to speak in front of the others so the others can understand. This is a leadership challenge. But it's important to know which type of communication to use with each	Ancelotti	re-ferred quote	how to look at/value players and on-on-one relationship: players are people	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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	different player. There are players that are focused on what you say, but there are other players, for example, that like to be touched – a hand on the arm – when you are talking to stay focused. Others are not so bothered about touch. You have to understand each one, to get the most out of him											
{161}	p. 43: Empathetic leaders don't just catch what is said – they listen for what is not said, and actively search for underlying meaning, scanning conversations, facial expressions and body language for clues.		author's comment	how to look at/value players and on-on-one relationship: players are people	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{162}	p. 45: Ancelotti believes in a costly version of empathy.		author's comment	how to look at/value players and on-on-one relationship: players are people	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{163}	p. 45: Empathy does not equate to softness.		author's comment	on the need for steel	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{164}	p. 45: I was a manager of someone who had played with me. How could I break the relationship that we had when we were players? We stayed friends, but they have respect because my role was different. I was no longer a player – I was a manager. They have to respect my decisions. Sometimes that is not easy. I remember dropping players who came to me	Ancelotti	referred quote	handling a potential issue and communication surrounding it p. 45: In stepping up to lead your peers, the art of one-on-one – specifically how you deliver the message – is critical.	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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	after my decisions to ask me, “Why did you take me out? We are friends!” I would answer them: “Yes, we are friends – and we can continue to be friends – but you have to stay on the bench today.”											
{165}	<p>p. 47: So what did Colquhoun see in McCarthy that commanded his ongoing loyalty despite being dropped?</p> <p>Two things. The first is reliability. We often think of reliability as being on time, or playing a solid, constant game – we talk admiringly of reliable goalkeepers, for example. However, being a good leader is more about whether or not they keep their promises – or, put even better, whether they make promises they cannot keep. Tempted though he must have been to promise Colquhoun a place back in the starting line-up as soon as he was fit again, McCarthy did not take the easy route. Beyond reliability, he acted with integrity. For a football manager with integrity, what he thinks, believes, says and does all align. McCarthy knew Colquhoun wasn’t fully fit – and Colquhoun knew that McCarthy knew. In not selecting him, he behaved with integrity, and he and Colquhoun remain friends to this day. Integrity and steel can build loyalty.</p>		author's comment	<p>With the example of the friends Colquhoun and McCarthy: displaying steel does not exclude relationship and trust-building</p> <p>p. 47: Great leaders make tough decisions, and still build powerful relationships.</p>	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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{166}	p. 49: Because of my caring background, I was always about giving people the opportunity and the chance. I have not lost that, but I have tempered it. I was simply giving people too many chances for too long. So I went in with my personal philosophy unchanged, but then I did three things differently. First, I became much more open in my communication. I started speaking to players like men and not boys, and I expected them to speak to me like a man. I became straightforward with them – not waiting six months to tell them something that I know now. Secondly, I committed to provide more quality in my work. I'd study, I'd prepare, go into detail in my planning and preparation to ensure that the players were as prepared as possible. And thirdly I would be much more ambitious: for the club's success, for the players' success and for my own success – in that order. So now we have both style and steel. That is the phrase the team uses – it is true for them, and it is true for me.	Rodgers	referred quote	the need for steel	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{167}	p. 50: Let us say honestly they have gone from a very normal world to a very privileged world, today all the players are in a very privileged situation. So how players are perceived has changed. Some people believe now that because they make a lot of money, they just have to produce. But it doesn't work like that. No matter how much money you make in life, you are a guy who wakes up in the morning with a pain in his neck or his knee, who feels good or not so good, and you are first a person, no	Wenger	referred quote	the need for steel	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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	matter how much money you make. At this club – as at a number of others – we manage to keep traditional values at the foundation of all we do. These include respect for people, solidarity when people are in trouble, supporting players’ families, keeping our word. Basically old-fashioned qualities are still respected here and maybe that is why people have fond memories of our club.											
{168}	p. 52: Players of integrity build great reputations for themselves and their clubs. (...) Employees and even directors leave businesses when their basic needs are not being met – sometimes with serious consequences for the organisation and those who remain. Players leave clubs when they are not playing – their need for growth and for belonging is not being met. Great football managers meet their players at all these levels. It is a rare skill indeed.		author's comment	Situation at a club, and the manager's duty	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{169}	p. 53: Wenger is known for many clear principles and beliefs. He is committed to internationalism, to youth, to fairness, to high-quality nutrition, to sustainable transfer and wage policies, to entertaining and attacking football and to the purity of the game. (...) at the age of 45, that Wenger's work would take him out of his native France, but he soon showed the greatness of mind and breadth of worldview that would define his Premier League years.	Wenger	author's comment	portraiting Wenger	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{170}	p. 53: I was always very curious and when I crossed the border [into Germany] I realised they had the same problems as we did. They wanted to enjoy life, they wanted to be happy; they go to work, they go home, they enjoy life like we do. In this way I got an interest and tried to discover more. I realised no one is completely good or completely bad and everybody wants to be happy in life.	Wenger	referred quote	narrating discovery of the world beyond his borders	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{171}	p. 56: If a manager wants to create great outcomes, he needs to address his players at every level of the [human] iceberg. (...) What the leader needs to address is the why. Why did the player drink too much? Because he was angry. Why was he angry? Because he was left out of the team. Why did that make him angry? Because above all else he values playing. Why does he value playing? Because he needs to be appreciated. And so on. When we change what's below the waterline, we also shift the visible part. The challenge to the manager then is to get at the stuff that is below the surface for his players – to address them at the level of emotions, values, aspirations, needs and fears. This is how he will get real shifts in the individuals and the team. This is why Wenger is committed to working with emotions, identifying beliefs and motivations, and embedding practical values.		author's comment	duty and requirements for the manager	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{172}	p. 56: You can show emotions to people without even talking to them. I can remember a whole period of my playing life when I had good passes from a Russian without ever speaking to him and we shared exactly the same emotions. In the same way, you can dance with somebody without ever talking and you are on the same wavelength because you can feel the music. Sport can be fantastic for that. It lets people share emotions without having the absolute necessity to communicate with words. Emotions can then create inside the desire to communicate afterwards: I would like to know more about this person because I had a fantastic feeling. In this way, I think sport can show how the world can live together.	Wenger	referred quote	influence of emotions on players, and players on society	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{173}	p. 56-57: In the world of tomorrow, we will all have to live together more and more – and football and big sports can be in advance of society. Seeing 18 nationalities work together at a club, trust each other and create something powerful together – this is very exciting.	Wenger	referred quote	influence of emotions on players, and players on society	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{174}	p. 57: It [his stay in Japan] made me believe that everyone during their education before the age of 14 should ideally try to spend six months or a year in a different culture, because it makes you realise that the way you see life is not the only way. It made me more open-minded. We all need to discover for ourselves that other cultures have other advantages. You will always feel completely at home within your culture, but you know as well that's not the only way to live. Sport can do	direct quotation	referred quote	commenting about experience abroad and its influence on him	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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	that.											
{175}	p. 57: I get players who used to play for me saying to me now, “Gaffer, you can’t say to them now what you used to say to us!” Now, one answer to that is: “Why not? Is it suddenly not right to tell the truth?” But the smart answer, of course, is that footballers have changed with the society around them. They are more sensitive – so the letter has to be delivered by a different postman. And the good managers do that. It’s not about you enjoying yourself and having a good rant – it’s about the result and how best to achieve it. Today that means more one-to-ones.	Wil- kinson	re- ferred quote	Evolution of players over time and with society, and how to go about it as a leader	eBook	Carson Mike	The Man- ager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{176}	p. 57-58: Sport is about trophies and spectacle; it's also about values. And in team sports, solidarity is very important. You can see this when individual sports are turned into team sports occasionally - like the Ryder Cup in golf. It becomes a different sport. It adds something by being together, the emotions, going for something together, and suddenly the interest becomes bigger, suddenly it is about “us” and not “me”. Human beings subconsciously understand that alone I am nothing, but in a team I can achieve great things. So a leader helps people understand at a very young age that “together” can give them more than just “me”. It is in a period of your life when your ego	Wenger	re- ferred quote	The role of values	eBook	Carson Mike	The Man- ager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Original format
	is massive – if you are 20, 21, 22 the world turns around you – and that's a normal developmental thing for a person. But at that age I believe that a leader has a big part to play to give this understanding that, OK, you are important but all together we are even more important. That's the joy of a team sport.											
{177}	p. 58: In football, the manager is the culture. I need to embody what I want to see – in training and elsewhere.	Wil- kinson	re- ferred quote	The role of values and role modelling	eBook	Carson Mike	The Man- ager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{178}	p. 58: My rule was to have as few rules as possible. We worked on the basis of respect, trust, fairness, honesty – and team spirit.	Wil- kinson	re- ferred quote	Establishing rules to enforce/enact values	eBook	Carson Mike	The Man- ager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{179}	p. 59: What keeps me going is my love for the game, for doing the job I do and for football. I have that internal desire to be as good as I can, refusing to be average. Unfortunately sometimes in the job I feel very average when I don't deliver results, but there is something in every individual that pushes him to try and be excellent. That is my petrol.'	Wenger	re- ferred quote	on self-motivation	eBook	Carson Mike	The Man- ager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{180}	p. 60: (...) for example, if a player is only motivated by money he will not go far. Players are made rich very quickly, so if he has the money and is only motivated by money where does	Wenger	re- ferred quote	on player's motivation	eBook	Carson Mike	The Man- ager - Inside the minds of football's	The League Managers Association	English	2014		Text

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	he go?						leaders					
{181}	p. 60: I believe in creating an organisation where every individual believes that he can exploit his full potential, and as well that he contributes to the goodness of the club and team. We have a sense of belonging and a sense of wanting to realise what we are capable of doing. In an organisation you can get these two things right: I feel I belong to it and I feel I can get the best out of myself by doing that. You have a chance to be successful.	Wenger	re- ferred quote	on creating the appropriate environment based on values, rules and motivation	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{182}	p. 61: You've got to have a system in your club where it stays in the dressing room. Anything that we have to say remains there. That was true for me right from the start, from 32 years old. I never ever would talk about what happened between me and the players. I've always held that confidentiality. By doing that I am laying a foundation of trust – a sense they can depend on you. Human beings need that because they are fragile. In fact, the human beings that we deal with now are more fragile than they ever were.	Ferguson	re- ferred quote	on creating the appropriate environment based on values, rules and motivation	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{183}	p. 61: The secret is to get people to believe in each other. Once you've got that, you've got a chance – because you won't beat the opposition if you're beating yourself. But they don't all have to love each other.'	Keegan	re- ferred quote	on creating the appropriate environment based on values, rules and motivation	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{184}	p. 62: I've always looked for players I feel could go on a journey with me, not just do a job. I try and sign players who I think could go with me for four, five or six years if possible. I always	Moyes	re- ferred quote	principles for building the squad and the team	eBook	Carson Mike	The Manager - Inside the minds of football's	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
	have to believe I could work with them in the long term.						leaders					
{185}	p. 63: With camera phones and instant media, players have to be much more self-disciplined than in the past	Moyes	referred quote	Evolution of players over time and with society, and how to go about it as a leader	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{186}	p. 63: only be a leader with open-minded leadership – open-minded in the sense of implying responsibilities in people and making sure people are made accountable for the mistakes that they do instead of me reprimanding them hard for what they are doing wrong.	Villas-Boas	referred quote	leadership style	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{187}	p. 63: There are the basic ground rules that most football players have to abide by, and one or two which are important to me which I might mention to the players, but I really want them to discipline themselves. Good leaders don't have to be too heavily involved in it all the time. Only in extreme cases do they need to come in and take action.	Moyes	referred quote	on creating the appropriate environment based on values, rules and motivation	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{188}	p. 63: [only sign players who] display self-discipline, honesty and respect	Moyes	referred quote	requirements in a player's profile	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{189}	p. 64: You need to have certain arrangements before a match and before a season, and certain rules and regulations, and I always say I won't let anything slip.	Jol	referred quote	on creating the appropriate environment based on values, rules and motivation	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{190}	p. 64: It's not about you [a player], it's about the group.	Jol	re-ferred quote	on enforcing rules for the appropriate environment	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{191}	p. 65: I remember the tough conversation when I changed the captain. Like any leader making big decisions, I looked for the best way to do it, tried to be fair and did what I believed was right. It was a long thought process – I don't make these decisions lightly. Then I worked out how to give him the message in a way that would keep him completely engaged and playing well.	Moyes	re-ferred quote	Preparing for potential conflict	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{192}	p. 65: I use role plays [getting someone else to play the character] and visualisation, which I find very powerful. But because I'm dealing with a human being, there is a reaction that I can't predict – so I have to be ready to go somewhere I didn't expect.	Hodde	re-ferred quote	Preparing for potential conflict	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{193}	p. 69: For me, being a football manager is being a guide. A guide is someone who leads people somewhere. That means he has to identify what he wants in a clear way, convince everybody else that is where we go together and then try to get the best out of each individual.	Wenger	re-ferred quote	navigating through complex and turbulent environment	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{194}	p. 72: We had our dreams and our war room; and we established a siege mentality, with an aim to break out of the Championship while everyone was trying to stop us. We turned the challenge to our own advantage, and the confidence of the club grew. => Leadership team: War room (Newcastle)/Liverpool (boot room)	Allardyce	re-ferred quote	facing the "battle" as a team	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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{195}	p. 72-73: I was very fortunate to have had my coaching staff with me for quite a few years. I trust my staff and if I were to miss anything I would hope that the staff would see it and pick up on it. (...) My staff help me a great deal.	Pulis	referred quote	facing the "battle" as a team	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{196}	p. 73: Football managers speak of three core areas of challenge where teamwork can have real impact: complexity (problem-solving leadership), technology change (expert leadership) and people (values-based leadership).		author's comment	reasons and challenges for the "team behind the team"	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{197}	p. 74: you have to pay foreign players a lot to attract them to the location – Newcastle isn't as attractive as Manchester and Manchester isn't as attractive as London.	Allardyce	referred quote	on building up a strong squad	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{198}	p. 74: Historic context, soaring expectation, change of ownership, short-termism, macro-economic changes, personal relationships: in the end, the problems were too big and came too fast for Allardyce to solve.		author's comment	summary of the nature of football management's complexity	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{199}	p. 74: The information available to managers has grown over the years, and it's good that it's grown. People ask how we make good decisions, right decisions. The first thing we need is fact. We need as much objective information as we can get. It doesn't make decision-making any easier; but it does help us come to a higher-quality decision	Wilkinson	referred quote	on another new factor increasing the complexity: technology	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{200}	p. 75: No matter what culture or background you come from, the best managers are still interested in your being a better person when you have passed through their door and leave. They see that as part of being a	Wilkinson	referred quote	ultimate essence (= focus on people) unchanged?	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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	better player.											
{201}	p. 75: Daily leadership looks like leading the team behind the team, and making sure that the team behind the team is delivering on a daily basis. It's about preparing them for the battle ahead. We call it "managing the madness". The best way to manage the madness is your staff, the team that works with you and their heads of department. The staff that we recruit in each department is the critical side of delivering to the players. We have to earn their respect	Allardyce	re- ferred quote	Building high-performing leadership team	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{202}	p. 76-77: (...) because of his [Paul Clement] football, about training. He has a lot of experience, knowledge, charisma, and personality. He would probably be a very good manager, 100 per cent.	Ancelotti	re- ferred quote	on a member of his leadership team	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{203}	p. 77: I recruit excellent people I can delegate to. I trust them to do the job better than me. (...) Again from sheer experience, I have gathered a little bit of knowledge about how everyone's job works so I can speak to them on their level: knowing what the words mean and how they think.	Allardyce	re- ferred quote	on selecting members of his leadership team	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{204}	p. 77: We have differences of opinion in the team, which is good. But when we get to the field, we are all of the same mind.	O'Neil	re- ferred quote	working practice and spirit within the leadership team	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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{205}	p. 77: I can't have my eyes everywhere, so I want people around me I can delegate to. For example, I want them to tell me if they can see a problem coming up with a player. I remember once I was left out of a team. I was 20 years of age and I thought I should be in the team every week. I went off and did my sulky bit and the manager left me for about two weeks, when I think if he'd had left it a day and we'd had a chat I could have been straight back in to the team. So I learnt from that you have to communicate quickly – and a good team of staff help you to do that.	Hodde	referred quote	working practice and spirit within the leadership team	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{206}	p. 85: I always used psychologists with the team.	Hodde	referred quote	actively facilitating environment, in particular addressing people/human aspects	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{207}	p. 85: The real test of the leader of people comes when things are not going well.	Hodde	referred quote		eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{208}	p. 87: If a leadership team wants to inspire high performance among their people, then they must themselves display the behaviours and set the standards they seek.		author's comment		eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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{209}	p. 87: We don't need you mainly to work with the players – we want you to work with the staff, and we want to build these goals and dreams that we want to aspire to achieve.”	Allardyce	re- ferred quote	how psychologists may be deployed or be useful	eBook	Carson Mike	The Man- ager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{210}	p. 88: My European background has taught me that players should be treated equally, because the club is always more important than any single individual player or employee. In the European model, the executive board actually comes to training sessions with the manager, and represents the club with him. I've always based my leadership on collective values rather than individual values. At Chelsea and at Tottenham I had to explain that when I encourage the group it's not because I don't want to praise an individual – it's because you want the players to understand that the group is more important than anything. Within that, I want them to understand they are all important. The person who scores the goal and wins the game is only as important as the third goalkeeper who never gets to play – and this value runs very deep for me because it was the way I was educated. Give everything that you have to give for your club, and the club will give everything back to you.	Villas- Boas	re- ferred quote	perception of values within the team, cultural legacy of the individual manager	eBook	Carson Mike	The Man- ager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{211}	p. 89: 'I was 27 years of age and I just relished the challenge. It was massive. Everybody says but you were so successful, and I say the first six months were horrendous. The players didn't really want to know me. I couldn't understand why because I couldn't speak the language, so I couldn't ask them. The coach was brought in because he could speak English – they didn't like him and they blamed me for that. (...) It wasn't easy. But I knew I could play, and I knew I would get through once I was given a fair chance. But when you win a battle like that, it's like a juggernaut – once you turn it around, wow! I learnt the language so I could communicate and have a laugh with them – I could swear at them if I wanted to!	Keegan	referred quote	Experience abroad as a player	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{212}	p. 90: Then I saw it was much more professional even than we were at Liverpool, believe it or not ... The players would do anything. Some of our training was ridiculously hard and I think at Liverpool Tommy Smith would have gone in and said, "Hey you're killing us!" There they just did it. The German players were very disciplined. The players would run through a brick wall for the coach, almost to the point where it took away some of the individual. If the coach says it, it is right. So I got very fit, and we won the championship!	Keegan	referred quote	Perception of the leadership abroad [Germany] as opposed to home [England] late 1970s-early 1980s	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{213}	p. 92: All seven need to be both coached and role modelled by the leadership team, though, if they are to take hold and truly create a high-performing team at the front line.		author's comment	Summary of seven mindsets and behaviours needed in a high-performing team, football style: 1) Collective belief 2)	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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				Selflessness 3) Excellence 4) Motivation 5) Personal Commitment 6) Clarity 7) positive response to pressure								
{214}	p. 96: His [Mancini] philosophy is very straightforward: assemble great players and work extremely hard. By 'great players' he means players with both the skill and the mindset needed for the task.	[Mancini]	author's comment	Portraiting and describing a manager with respect to his fundamental idea about building a team	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{215}	p. 96: I have good players because you can't win if you don't have top players. But if you tell me they all look like top players, then I tell you with some we need to work on mentality. You can look like a good player, but not have the mentality to win at the top level.	Mancini	referred quote	The idea of great player and its definition	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{216}	p. 96: There is an Italian way of doing things which is professional, strong and committed, and he brought that with him. When he arrived at Manchester City he didn't say, "Well, I'll hang around and look and see what's happening and maybe change the odd thing."	Platt [Mancini]	referred quote	Talking about a manager and identifying country-/culture-specific working attributes in the field	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{217}	p. 97: 'It was difficult because I didn't know this championship, I didn't know the English players, I knew only David. In Italy it is different. I had to adapt a bit to the culture. Sometimes this is not easy and the first six months were difficult because I changed the training sessions, the method of training; and for the players it was also difficult for the first few months. However, in the first six months we improved a lot as a team, and we fought until the last game (...)	Mancini	referred quote	on adapting and settling in an unknown environment, and remaining faithful to one's own philosophy	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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{218}	p. 99: The English players were the symbol of the team: Joe Cole, Ashley Cole, Lampard, Terry – they are great professionals. The English players surprised me because on the pitch they are really professional. Outside the pitch I don't know, but on the pitch nothing compares, not the French or Italians, because you have to push the French to work hard. The same is true with the Italian players – you have to push them too. The English you have to push to stop!	Ancelotti	referred quote	on the difference between players' mindsets, obviously country-/culture-specific	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{219}	p. 101: It is difficult because if you are a player you know that when the manager says we need to play [in this particular way] that you will be on the bench. This is my worst moment as a manager because I understand their feelings in that moment and this is difficult.	Mancini	referred quote	on having steel	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{220}	p. 102: (...) I know that the modern-day guy is extremely sensitive.	McLeish	referred quote	perception of the players today and rethinking methods used in the past	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{221}	p. 102: When I was a player, I hated getting left out and not told why. Too many managers do that. So when I became a manager, I always told people why – even if it was just a quick word. Then I'd say, "If you want to talk more, come and see me on Monday after the game." Lots of them did come. In fact if he didn't come, I would have a question mark over his appetite!	Hodde	referred quote	on having learnt from his past as a player, and engaging the player in the process	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{222}	p. 103: During half-time it is important for the players to have a 10-minute rest and to recover because they spend a lot of energy. After, we	Mancini	referred quote	how he handles the dressing room during half-time	eBook	Carson Mike	The Manager - Inside the minds of	The League Managers Association	English	2014		Text

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	talk for five minutes on specifics, tactics for the second half.						football's leaders					
{223}	p. 108: Sometimes we play well and we lose for an individual mistake. Then I don't say anything .But recently we drew a game because the players were selfish and didn't want to pass the ball and wanted to score themselves. I killed the players for three days.'	Ancelotti	referred quote	reacting/handling to a drawback	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{224}	p. 108-109: Usually when I shout, I shout in Italian. I am more fluent in Italian. It doesn't matter if they don't understand the words – they understand the sense and the emotion. Sometimes in a foreign language it is very difficult to show emotion. This is not good, because sometimes you have to show what you really feel, and if you don't have the proper language it is very difficult. One of the most difficult things is to motivate the players. You have to use the right expression. Sometimes with a foreign 'language I don't have the expression – I speak like a computer. This is the most difficult thing. I show something with my volume and body language.	Ancelotti	referred quote	expressing emotions vocally	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{225}	p. 109: That is what I would want a manager to do with me.	Keegan	referred quote	Summarising his way of handling difficult situations (e.g. leaving key players out)	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{226}	p. 114: I think one of the most important qualities in someone that leads is that the ones that you lead recognise in you a big knowledge of the situation. So you have to know a lot about the area you are working in. I'm not saying that if you know a lot	Mourinho	referred quote	Functional knowledge as an instrument or even as essential part of leadership	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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	about football you can automatically be a leader in football. I am saying if you don't know a lot about football you cannot lead. That's the main point for me.											
{227}	p. 114: I have to say we are speaking about men. We are speaking about human beings and human sciences. So is football a sports science? I think it is probably a human science and not a sports science.	Mourinho	referred quote	reflecting about football as a field of application for leadership	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{228}	p. 115: You have to use the relationship to give him the possibility to understand that the talent is important for the team and not for him – but this is very difficult. Rarely I have found players with talent who are unselfish.	Ancelotti	referred quote	choosing and valuing team members	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{229}	p. 117: They can say, "I do that because he tells me to do that and I have to." I prefer them to say, "I believe in him so much, and trust him so much that everything he says I want to do!" I prefer much more this kind of empathy.'	Mourinho	referred quote	the way he aims his players to see him	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{230}	p. 117: Of course, many people say we can't be friends with the players. I say exactly the opposite. If you are not friends with the players you do not reach the maximum potential of that group. You have to be friends with them, but they have to understand that between friends the answer is never the answer they are expecting, or the answer they want to hear. They have to understand that, but I think you have to be friends. I don't understand some people that are afraid to be friends with them.	Mourinho	referred quote	being friends without losing leadership	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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{231}	p. 117: Some time ago a coach arrived in a club and they travelled to pre-season and the first thing they did was to travel executive for the manager and the staff with the players in economy. I was thinking, "Bad start" – and I was not wrong. One of the things you must remember as a leader is your people are more important than you.	Mourinho	referred quote	positioning one's self relative to the players	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{232}	p. 118: First of all there is the culture of the country, the culture of the football of that country, and after that is the profile of the people you are working with.	Mourinho	referred quote	examples of cultural groups distinction for a team	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{233}	p. 119: So the best way to motivate a team to win the Champions League was to keep winning domestic competitions.	Mourinho	referred quote	a precondition to win on international/global level	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{234}	p. 119: And when you are speaking about players near the end of their careers it is very difficult for them to improve individually. So we have just to focus on the team improvement and let's go and see where we can finish.	Mourinho	referred quote	achieving a common goal with diversely motivated players - here using age as a factor	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{235}	p. 120: But Ruud was a smashing player so I took time to find out what he liked in his life outside football. I wanted to be able to talk to him about things and show that I respected him, the talents that he had and what he'd achieved in football.	Hodde	referred quote	hiring a global player to a not yet global organisation	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{236}	p.120: The only way to get that balance is to spend time breaking through into that character and finding out more about him as a person.	Hodde	referred quote	hiring a global player to a not yet global organisation	eBook	Carson Mike	The Manager - Inside the minds of football's	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
							leaders					
{237}	p. 120: I even remember a couple of players who were really into race-horses. I wouldn't know one end of a racehorse from the other, but I started to look up a bit about racing and talk to them a bit about horses and suddenly it just broke barriers down. We had something in common outside football that we could talk about, and I could see them change.	Hoddle	re-ferred quote	example of one-on-one approach and its effect	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{238}	p. 120-121: They pointed to this Adel Taarabt and told me, "This Moroccan guy – he will get you the sack. The last two managers bombed him out as he never tried a leg, and you will too because otherwise he'll get you the sack as well. He's just a luxury." (...) I remember I pulled him over straight after the game. The conversation went something like this: - Me: Will you get me the sack if I play you? I understand you are a nightmare ... - Adel: No, that's not right. - Me: Well, I'm told that you get every manager the sack because you don't train. - Adel: Of course I train! - Me: OK, I am going to play you every game between now and the end of the session and if you play bad I'm going to play you the next game, and if you play even worse I'm going to play you the next game. Do you understand? You are going to be my little jewel in the crown. - Adel: No, I don't understand. - Me: I am going to make you a player.	Warnock	re-ferred quote	A depiction of how a potentially difficult situation/player was handled	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
	<ul style="list-style-type: none"> - Adel: Why? - Me: Because I believe in you and you are going to do well. 											
{239}	p. 121: The challenge for me then was to get all the other players on board that here we had a match winner, when on certain days of the week he looked like he simply wasn't trying. But I asked them to trust me when I said he would get us promotion to the Premier League, which would benefit everyone. I knew what this lad could do, and they came on board. I told the five lads who could have been captain that they were really worthy captains, but if they went with my decision I might get another 20 per cent out of him, and that 20 per cent would get us promoted.	Warnock	referred quote	A depiction of how a potentially difficult situation/player was handled	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{240}	p. 121-122: I had to change all my philosophies because he was a luxury at times. I had to change, even at my age, because I never thought I would employ a player who didn't give 100 per cent every game, every week. That's how I thought football was, but I just felt there was something special about him. And in his own way he was giving 100 per cent – just in an English way he wasn't! He was born like that, he wanted to play football and caress the ball from when he was a kid. To take him on board in the first place was the biggest thing, as I knew it was something most of the players wouldn't want.'	Warnock	referred quote	A depiction of how a potentially difficult situation/player was handled	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{241}	p. 122: I think sometimes you are a leader and always a leader, but sometimes you can be a different kind of leader. I adapt my leadership and there I was a confrontational leader because I felt that was what the team needed at the time.	Mourinho	referred quote	Depicting his arrival at Chelsea FC (2004), then an aspiring global club	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{242}	p. 123: So we motivate people also with individual challenges, and for him [Lampard], for sure, that was a challenge we put there and he understood and he was ready for it.	Mourinho	referred quote	Depicting his arrival at Chelsea FC (2004), then an aspiring global club	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{243}	p. 123: For any new player arriving, the integration is about getting him to understand we are organised in every aspect and he has to follow us – times, tactics, routines – he has to do it, he has to adapt. We will not change to him, he has to change. So it is about making him feel and understand that he is a special talent, yes – but before him we were a special team ... and this special team wants to improve and needs him in order to	Mourinho	referred quote	blending individual and team motivation	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
	improve.'											
{244}	p. 124: The good thing is to have the chance to compare the different emotions and the experiences of different competitions. We can always discuss the qualities of the football in the different countries, but not about the emotions of the game or the atmosphere as in England.	Mourinho	referred quote	Comparing the four countries he's worked in so far [Portugal, Spain, England, Italy]	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{245}	p. 125: I was coming from Porto – European Champions and so on – but English culture demands more. It demands you are successful here. Not there, here!	Mourinho	referred quote	Comparing the four countries he's worked in, [Portugal, Spain, England, Italy at interview] and the expectation of English fans	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{246}	p. 125: it was the season for me to say, "I'm not just very good in Portugal, I'm also very good here."	Mourinho	referred quote	Motivation in a new environment	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{247}	p. 125-126: My big learning at Chelsea the first time was the main idea of motivation of the group [through confrontation]. At Inter it was about the kind of mistake many leaders make, but which here I didn't: older players must not feel that you are there to end their careers. They must feel they have a lot to give till the last moment they are there, and probably the last period of their career will give them what the best years of their career didn't give to them.	Mourinho	referred quote	different take aways from different countries/leagues	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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{248}	p.127: To lead a side you must motivate it, and to motivate you must be yourself motivated. I motivate people with my own motivation. If you are fully motivated, if you show them that, if you make them feel that you have that, they will do well. If you are not a guy with motivation, with passion, how can you make other people feel passion for the game? After that I think you learn with experiences. The moment that you learn that every person is a person, that's the point you become a better leader, especially in a group like ours, in football, with very gifted people.	Mourinho	referred quote	on the reasons he attaches importance to personal motivation and passion	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{249}	p.127-128: When you manage a top team you have 24 or 25 players with different mentalities and they come from different countries and different cultures. It could be a problem to manage these different players. You should treat them all the same way. This can sometimes be difficult, but I know my job and I will have a good staff and together we are able to manage all these players.	Mancini	referred quote	recognising the challenge of heterogeneity	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{250}	p. 128: We [the manager and his staff] don't do everything well – it is impossible that we can be perfect. Some mistakes are helpful because we can learn from them. It is not only players that can make a mistake. When as a manager I make a mistake, then I apologise – and this is very important.	Mancini	referred quote	on how to go about mistakes	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{251}	p. 128: I think there are some cultures that are strong: Argentina, Uruguay, these players have a strong mentality. In a difficult moment, probably because they come from a difficult life, difficult culture and	Mancini	referred quote	on exploiting cultural "properties"	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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	when they have a good chance to win, or the chance to earn more for their family, I think they have a strong mentality.											
{252}	p. 132: When I work with a team, it is typically about defending our cause, defending our beliefs and how we play. My philosophy is about playing attacking and creative football to win, but always with tactical discipline. Over the years in Britain, our players – especially British players – have been told they aren't equipped to play this style of football. My philosophy is a fusion between British and European styles, tactics and ethos. I've been able to nurture and provide the cause around the principle of defending our belief in the game.'	Rodgers	re- ferred quote	on his ideal vision of the game, and the country-/culture-specific attributions to players	eBook	Carson Mike	The Man- ager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{253}	p. 134: I think if you're in management, the first thing that you do realise is that you are going to get things wrong. You will make mistakes if you're in a position where you have to make decisions. No one will ever make 100 per cent correct decisions in their management career. They just won't. But you have to get the majority of the bigger decisions correct the majority of times. So my philosophy is to be honest with yourself	Smith	re- ferred quote	way of reacting to his own mistakes	eBook	Carson Mike	The Man- ager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{254}	p. 141: I now know that I'm great at leading in the Championship. There's a lot I don't enjoy about the Premier League – the money that's involved, the money that players earn, the discipline, the morals – but I am proud to have led both Sheffield United and QPR into the Premier League.	Warnock	re- ferred quote	self-assessment and personal preferences	eBook	Carson Mike	The Man- ager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{255}	p. 142: I have a lot of help from lots of people – lots of support, lots of influences – and I'm grateful for it. But I've arrived where I've arrived by being out there and taking my own responsibility, rather than waiting for the phone to ring or somebody to support me. Knowing what I am capable of has served me well in the tough times	Rodgers	referred quote	self-assessment and personal preferences	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{256}	p. 143: I had a pretty straightforward objective: to make a difference. I knew if I wanted to coach at the highest level, I would have to be able to have real impact. I had grown up with a wide range of football influences. My father and grandfather were big lovers of Liverpool in the 1970s and 80s, Brazil in the 1970s and 80s, the flair, the creativity – so I grew up with that. Then I was told British players aren't technically or tactically as good as European players – "British players can't do that." So as a young player I spent more time without the ball than with it. The process of knowing myself began with understanding that I couldn't make a difference as a player, but that I could do as a manager. (...) Could I merge the great qualities of the British personality and also the technical qualities he certainly has? That was the beginning.	Rodgers	referred quote	on his ideal vision of the game, and the country-/culture-specific attributions to players, and the lessons and consequences he eventually drew from that	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{257}	p. 144-145: (With) a mentor you can improve and have a base for evolution, but when you try and copy, the copy is never the same as the original. So I think you have to learn from people with more experience who have had success, but always keep your own personal identity.	Anelotti	referred quote	On drawing inspiration from others	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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{258}	p. 145: I got the timing wrong. I tried to create a lull in the club, and build over three years. I never really grasped the club's expectations, and I set them some unrealistic targets.	Rodgers	referred quote	(hindsight) assessment of his spell at Reading	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{259}	p. 145: We just weren't getting the success. It was too sporadic. We'd play really well, see lots of elements of the philosophy, then we'd lose again. The defining moment for me came at Loftus Road against QPR. I went for a team that was steadier, more solid. I remember standing watching the game, and the players were terrific there – they were real good, honest players. But it wasn't a team of mine I was watching. We lost that game 4-1. I had gone away from my beliefs. I hadn't inspired the team. We had a mismatch between what the players were trying to do and what I was trying to do. I had lost my integrity as a manager.	Rodgers	referred quote	(hindsight) assessment of his spell at Reading	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{260}	p. 147: You need to know how to plan and make the sessions the right way because footballers are very quick to pick up on what you do wrong!	Allardyce	referred quote	knowledge as an instrument or even as essential part of leadership	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{261}	p. 147: I know this stuff. No one knows it better than me.	Allardyce	referred quote	knowledge as an instrument or even as essential part of leadership	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{262}	p. 147: It was a constant progression, growing in each role and moving up [one age group to the next - Editor] every two or three years. Every season was a step forward. The club was growing, the players were grow-	Rodgers	referred quote	on this career path and personal progress	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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	ing, the staff were growing and obviously then I was growing with them as well. There was no single defining moment – it was a lot of hard work from many different people that allowed us to grow and grow our way of playing and working.											
{263}	p. 148: Once you are qualified, it doesn't matter which country you become a qualified coach in. But I wanted to show that I could do it in both countries and I wanted to see if there was a difference in the two badges – and there was!	Moyes	re- ferred quote	on functional qualification, and country differences	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{264}	p. 149: Just because you get your job, you can't put your feet under the table and say "I've made it now and this is it." Self-learning and selfdevelopment is essential for me. I watch a lot of football just because I know there are a lot of things I can pick up. If I was out of work I'd go to South America and have a look at what they are doing – at why so many players now in Europe and the Champions League are from Uruguay, Brazil, Argentina ... I'd love to get out there for a couple of months and see if there's anything that maybe I'm missing and that I could introduce to what we do.	Moyes	re- ferred quote	On widening horizon	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{265}	p. 149: There are other things happening closer to home too. When I see how Spain have improved, and how Germany are bringing on all their younger players on a conveyor belt – there is so much I would like to do given more time. I don't think I'll ever find the complete answer to all of it, but to go and have a look is always a good beginning.'	Moyes	re- ferred quote	On widening horizon	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{266}	p. 150: People saw me out and about, and they were saying, "There is someone who is out to learn, out there trying to improve himself." They were willing to help.	Moyes	referred quote	interaction in the environment	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{267}	p. 150: When I stopped first there was an emptiness – so I go back to my family at the beginning. Then I wanted to fill the emptiness that I was feeling with the game and learning and self-development. I went back to the things that make me the person and manager I am. I made sure that I saw as many games as possible to prepare for an eventual comeback. I watched players that I didn't have the time to see when I was working. I met together with my technical staff, the ones that went with me, to ask how we failed and why we failed to make sure we take these lessons into the future.	Villas-Boas	referred quote	continuing to learn during challenging moments	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{268}	p. 154: We have gone from a vertical society to a horizontal society where everybody has an opinion about every decision you make, everybody has an opinion on the internet straight away. Basically the respect for people who make decisions is gone because every decision is questioned. So one of the most important qualities of a good leader now is massive resistance to stress. Under stress you become smaller and smaller until you cannot give a message out any more and that, of course, is something that is vital. Many people underestimate this challenge.	Wenger	referred quote	the current environment's challenge on leaders	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{269}	p. 170: Looking back, it was easy to work with 13 players, it had nothing like the complexity that	Ferguson	referred quote	comparing past (late 1970s-early 1980s) and current environment	eBook	Carson Mike	The Manager - Inside the	The League Managers Association	English	2014		Text

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	I faced at Manchester United in recent times.						minds of football's leaders					
{270}	p. 170: Alex [Ferguson] is prepared to make difficult decisions and that demonstrates his strength of character.	Smith [Ferguson]	referred quote	on having steel	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{271}	p. 171: What makes him [Ferguson] successful first of all is his knowledge of football, and it comes through putting in such a lot of hard work. He has an encyclopaedic knowledge of players. He knows so much on so many different aspects of football – both today and delving way back into the past. He would be an ideal partner on any football quiz.	Hodgson [Ferguson]	referred quote	functional knowledge as an instrument or even as essential part of leadership	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{272}	p. 172: He [Ferguson] has great expertise – he knows football inside out. He also has a great expertise in man management and knows how to deal with people, which is very important. Over the years he's seen a lot of difference with players and the mentality and change of attitude, but he has adapted himself to that. He's a very loyal person: loyal to his players and loyal to his friends. His mixture of enthusiasm and enjoyment is apparent. I would imagine that enthusiasm is infectious to his players.	Houllier [Ferguson]	referred quote	functional knowledge as an instrument or even as essential part of leadership	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{273}	p. 172: It's a horrible thing to say, but you can't be sentimental in this job.	Ferguson	referred quote	the nuance between empathy and sentimentality	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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{274}	p. 188: Good results will make life very difficult for those that want to get away. If you keep getting results, players actually start to like it again – they begin to think, "it's not so bad here" – and quickly the team gets on an upward spiral. In that way the cycle of negativity gets broken.	Allardyce	referred quote	The need to achieve positive environment as early/fast as possible	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{275}	p. 191: This vitality was a huge thing. All the players and staff who continued into the new era could sense it. The owners had no need to physically go down into the dressing room ... Just the act of bringing a new manager, especially as high-profile a manager as Graeme Souness, made everybody in that dressing room realise that the new owners were serious. They were not expecting the team to stay where it was.	Butcher	referred quote	a possible way of getting minds unstuck	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{276}	p. 195: It's important to explain the overall picture to everyone concerned. When they see circumstances arising and decisions being made, both supporters and media can be quick to jump and blame people for making those decisions. If leaders in football have got a problem financially, then they should tell people that they have got a problem financially. Supporters contribute an awful lot of money to the club's wellbeing, and if that money is not getting spent in the manner they would like, then they have a right to know that as well.	Smith	referred quote	handling a crisis/mire	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text
{277}	p. 212: Again it comes back to values. When you have a team like we have with 18 different nationalities you have first to create a culture, a sense of who we are as a unit, what makes us different from other people, how we can create something that is	Wenger	referred quote	establishing a facilitating environment for long-term (common) objectives	eBook	Carson Mike	The Manager - Inside the minds of football's leaders	The League Managers Association	English	2014		Text

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	common to all of us. So you have to recreate a new way to behave – an Arsenal culture. To define it, I go through what is important to my group. It's explicit. We sit down and we go through how we want to behave. That counts also for our response to success.											
{278}	@02m53s: Je pense qu'un entraîneur ... quand il arrive dans un pays avec un culture aussi différente, il faut d'abord qu'il est le souci de s'adapter à la culture locale. Et de comprendre comment marche la société, et quelles sont les priorités dans la société. Après, sur un plan professionnel, il faut qu'il trouve un compromis entre ce qu'il recherche, lui, et ce que les gens soient habitués à faire. Il y a des choses sur lesquelles tu ne peux pas transiger, qui est, en fait, ce qui touche directement à la performance; et des choses sur lesquelles tu ... il faut transiger, parce que c'est ... la culture locale, donc j'explique dans le livre [Arsène Wenger - My life in red and white, 2020, JCLactès] que les Japonais prenaient des bains chauds la veillee des matchs, en Europe, on s'arracherait les cheveux. Mais eux ils font ça depuis qu'ils sont tout gamin, donc ça ne les dérangeait pas.	Wenger	direct quotation	on settling in Japan	Inter- view	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien entraîneur du Arsenal FC	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video
{279}	@04m01s: Je suis encore aujourd'hui en relation avec la fédération. J'étais dès la première année Entraîneur de l'Année au Japon. Donc, je suis resté en contact avec mon club de Nagoya. Ça fait quand même maintenant 23 ans ou 24 ans que ça dure... donc oui ... Ils ont vu que j'essayais de faire correctement avec un engagement	Wenger	direct quotation	his legacy in Japan	Inter- view	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien entraîneur du Arsenal	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
	total ce que je faisais et de contribuer au développement du football Japonais.						FC					
{280}	@04m32s: Je pense que ce qui est important aussi quand tu arrives dans un pays, et que tu es entraîneur, c'est d'analyser quels sont les points forts et les points faibles structurellement et culturellement d'un pays. Par exemple, le Japonais, avec la même taille qu'un Européen, il fait cinq kilos en moins, à peu près. Mais, en contre-partie, il est aussi plu mobile. Et en contre-partie, il a une aisance et une coordination supérieure. Donc il faut construire ... essayer de je leur ai toujours conseillé ... parce qu'on général, les pays ont le complexe de leur infériorité, et veulent com ... combler leur infériorité. Alors qu'en fait, il faut plutôt construire un football qui est basé sur leurs qualités.	Wenger	direct quotation	on settling in Japan	Interview	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien entraîneur du Arsenal FC	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video
{281}	@05m41s: Ils [Japanese players] ont d'autres arguments: c'est que, naturellement, ils sont collectifs. Ils aiment rendre service à la communauté. Donc ils sont naturellement faits ... leur culture est naturellement adaptée au sport collectif.	Wenger	direct quotation	on eliciting/leveraging country-/culture specific properties	Interview	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien entraîneur du Arsenal FC	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video
{282}	@06m21s: (...) mais j'étais comme euh ... dans le pays où le football a été inventé, en étant totalement inconnu, donc c'est compréhensible qu'on ne m'est pas mis le tapis rouge. J'étais dans la peau de l'Anglais qui va à Bordeaux, pour aller expliquer	Wenger	direct quotation	upon arrivng in England	Interview	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Orig- inal format
	comment faire le vin rouge. Donc ça a provoqué quelques étonnements. Quand French cheese arrive là pour leur expliquer comment jouer au football.						entraîneur du Arsenal FC					

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{283}	@07m13s: Il y a un évolution au fur et à mesure de ma carrière à Arsenal. Au début, j'avais une équipe monoculturelle, très British. Donc là, c'était simple. Les mecs, ils avaient ... ils avaient vécu ensemble pendant 10 ans, ils se connaissaient parfaitement, ils connaissaient leurs familles. Tu vois, c'était assez simple... Progressivement, l'équipe est devenue multiculturelle. Et il y a même un match contre Crystal Palace où j'ai joué avec 11 joueurs de 11 pays différents. Et euh ... moi je ne l'avais pas remarqué. Parce que je suis entraîneur, et la seule chose qui m'intéresse ce n'est pas d'où tu viens, mais c'est quelle est ta ... ta qualité. Mais d'un autre côté, je dois dire aussi que ça a été le combat de ma vie. Et je dois reconnaître humblement que je ne l'ai pas gagné. Je n'ai pas de solution totalement satisfaisante. Dans la mesure où je me suis dit: Puisqu'on vient de onze cultures différentes, créons notre propre culture. Et j'ai essayé tous les ... avant que les saisons ne commencent, de créer une charte de comportement culturel, qui était établie par les joueurs et par moi. Mais il n'empêche que ... il y a quelque chose qui fait que quand deux garçons sont de l'Espagne, ils se sentent confortables ensemble. Quand deux garçons ... deux hommes sont de Russie, ils se mettent naturellement ensemble. Donc, à table, il y a toujours un moment donné, dès que tu rentres dans le superficiel, il y a cette forme de regroupement culturel. C'est pour ça que, je pense, je disais souvent aux	Wenger	direct quotation	main challenges heterogeneous squad/team (nationalities, ages, cultures, status, ...)	Interview	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien entraîneur du Arsenal FC	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Original format
	<p>joueurs "il faut ... on peut avoir plusieurs cultures à condition de vouloir partager celle de l'endroit où on est." Mais ça suppose des valeurs plus profondes que le culturel. Parce que le culturel pour moi, c'est un peu le superficiel. C'est-à-dire, je rencontre un gars ... euh qui est Alsacien, et j'arriverais avec lui à parler Alsacien, je me sens à la maison quoi. Mais... en dessous, il y a après le caractère sur les vraies valeurs sur laquelle ... sur lesquelles un homme fonde sa vie, c'est-à-dire l'honnêteté, le courage, l'intégrité, l'engagement - quelque chose de plus profond. Je veux dire par là, je vais rencontrer un mec qui a la même culture, ça peut être un mec tordu quand même, ou ça peut être un mec extrêmement bien. Mais ... c'est pour ça que pour dépasser la barrière de la culture, je pense qu'il faut aller, peut-être, plus profond, et regarder quelles sont les vraies valeurs des gens. Et euh ... le sport a cela de remarquable, c'est que ... on comprend vite ... qui est vraiment qui. Le jeu est un révélateur fantastique du véritable caractère des gens.</p>											

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{284}	@10m33s: Oui, mon autorité ... j'ai ... j'ai jamais eu de problème d'autorité mais je pense aussi, ce qui ... c'est qui extraordinairement important parce que j'étais aussi au contact de beaucoup d'entreprises ... euh ... c'est la clareté. La clareté dans l'organisation, la clareté dans la définitivos des responsabilités fait que les gens, quand ils sont ... quand ils ont une idée claire de ce qu'on attend d'eux ... et puis quand ce qu'on attend d'eux correspond à leur besoin et à leur qualité - ça c'est la deuxième qualité qui est très importante pour un entraîneur, c'est de ... de sentir sentir où un joueur peut s'exprimer. Quand le joueur rencontre ses besoins dans l'organisation collective, il est heureux. Et ça c'est ... c'est important parce que je visite aussi les entreprises et je rencontre très souvent des gens qui savent pas ce qu'on entend d'eux, et euh ... qui n'ont pas une idée très très claire non plus de leur responsabilité.	Wenger	direct quotation	on the role his authority played with respect to the differences	Interview	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien entraîneur du Arsenal FC	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video
{285}	@11m58s: Parce que les gens de haut niveau sont des gens qui ont une analyse objective de leur performance. Et euh qu'ils sont assez durs avec eux mêmes. @12m25s: Le joueur de haut niveau, il a une évaluation objective de la performance. Donc, tu laisses un peu ... redescendre le côté émotionnel et, à froid quand tu analyses avec lui, tu obtiens beaucoup plus.	Wenger	direct quotation	why his feedback is reputed to never ne given emotionally on the moment, and rather with less spontaneity, and only concise but precise	Interview	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien entraîneur du Arsenal FC	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{286}	@12m36s: Ceci dit, on a souvent tendance, dans nos métiers, à surestimer l'efficacité de notre communication avec les joueurs. Parce que entre ce qu'on pense avoir dit et ce que eux ont compris, souvent, quand ils sortent de vôtre ... de l'entretien, on est souvent étonné entre la différence qu'il y a entre le message qu'on voulait leur donné et ce qu'ils ont compris. Donc il faut vraiment que ... je pense que, surtout dans le métier d'aujourd'hui, où un entraîneur ... l'entraîneur des temps modernes est quelqu'un qui doit être dans la persuasion ... dans la communication persuasive, dans la responsabilisation, et dans l'ouverture. Mais ... quand j'ai commencé mon métier, j'étais dans le donneur d'ordres. J'étais le seul qui avait un influence sur le joueur. Aujourd'hui le joueur est entouré d'influences multiples, et l'entraîneur doit être celui qui trouve un chemin pour influencer le joueur.	Wenger	direct quotation	on the contemporary environment surrounding players and football, and the required communication and leadership style	Interview	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien entraîneur du Arsenal FC	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video
{287}	@23m48s: Tu acceptes la souffrance quand tu ... quand tu ... à la fin tu joues. Mais ...j'ai réussi à le persuader de relever ce challenge en lui fixant des limites de temps: "Attends six mois. Prends jamais des décisions ..." Je disais souvent aux étrangers: "ne prend jamais la décision de rentrer pendant les six premiers mois!" Parce que la décision sera toujours de rentrer. (Laughs)	Wenger	direct quotation	on foreign players struggling to settle, explicit example (Nicolas Anelka arriving in London, age 17)	Interview	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien entraîneur du Arsenal FC	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{288}	@24m25s: Ecoutez ... je pense que le football a une responsabilité sociale importante aujourd'hui puisque c'est un sport populaire mondial, et ... il ne peut pas nier la responsabilité qu'il a sur l'ensemble de la population. Donc ... d'abord c'est en défendant les valeurs d'honnêteté, de justice, de fair play, de comportement ... euh ...qui sont extrêmement importantes. L'entraîneur n'est qu'une courroie là-dedans. Et lui, il a une influence sur les joueurs, sur le style de jeu de l'équipe, sur la façon de s'exprimer. Et ... donc ... oui ... on a une grande responsabilité, une grande influence. Et je pense que c'est important d'en être conscient.	Wenger	direct quotation	the role of football in society	Interview	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien entraîneur du Arsenal FC	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video
{289}	@25m58s: Il faut, qu'on le veuille ou non ... que même s'il y a des gens contre, il faut accepter le fait que tu peux avoir plusieurs cultures, à condition de partager la culture de l'endroit où tu es. Et ça c'est le problème de base de la cohabitation entre plusieurs cultures. C'est-à-dire ... d'ailleurs même, ce ne sont plus des mu ... sociétés multiculturelles d'immigrés ... auxquelles fait face le monde du football, ce sont des sociétés multiculturelles locaux. C'est à dire que les gens ... il y a tellement de gens d'origines différentes [interruption].	Wenger	direct quotation	How politics could draw inspiration from sports? As in the case of France, a multicultural country in the eyes of the interviewer.	Interview	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien entraîneur du Arsenal FC	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{290}	@26m55s: C'est pour ça que ... il faut ... de toute façon, on est dans des sociétés multiculturelles. Je dis même que, aujourd'hui quand tu as des sélections nationales des moins de 17 ans, tu as des gens qui viennent de différentes communautés, et qui sont euh ... du pays et il faut que tu trouves une voie où tout le monde se retrouve. Et c'est pour ça qu'il faut ... moi j'ai toujours prôné de créer une culture propre au groupe, si tu veux. Et moi je faisais ... je regroupais les gens par cinq, avant la saison, et je leur demandais: "qu'est-ce qui est important pour vous?" Etre honnête? Etre respectueux? S'engager pour l'équipe? Et je faisais une charte, une constitution. Quand les gens ne se comportaient pas comme leur avait demandé, on pouvait leur dire: "Hé! c'est vous qui avez demandé cela."	Wenger	direct quotation	How politics could draw inspiration from sports? As in the case of France, a multicultural country in the eyes of the interviewer.	Interview	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien entraîneur du Arsenal FC	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video
{291}	@27m53s: Très bien. Très bien. Les gens sont intelligents, hein. Donc ils savent très bien qu'il faut trouver une voie commune à tous pour ... pour pouvoir bien vivre. Et le sport a ceci de fantastique: la culture sportive se suffit à elle-même. Et tu n'as pas besoin de parler. Je peux jouer avec un Russe ou un Chinois, et sortir de ... du match en ayant partagé avec lui quelque chose qui dure à vie. Mais c'est plus difficile si on se rencontre dans un bistrot, et qu'on ne parle que notre langue. C'est pour ça que j'ai toujours prétendu, moi, que le sport pouvait être en avance sur la société.	Wenger	direct quotation	Asked whether his method of creating a group-specific constitution/culture was well received	Interview	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien entraîneur du Arsenal FC	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{292}	@29m02s: Moi, je joue avec un Russe ou un Chinois, je sors du match ... je sais qui il est le mec. Je sais que dans le moment il m'a sauvé, ou pas. Je sais qu'il n'a pas été égoïste à un moment donné mais qu'il a donné la balle quand il fallait, tu vois. Tu connais la forme ... le caractère profond. C'est de ce dont ... dont je te parlais ... qui est extrêmement intéressant c'est le jeu permet de dépass... de dépasser la barrière de la culture, qui est superficielle, et de découvrir le caractère de la personne. Et le caractère de la personne est ce qu'elle est vraiment. Donc ... c'est ... c'est en ce sens-là que le sport peut être extrêmement important.	Wenger	direct quotation	On why he ascribes importance to sports and its role in society	Interview	NN	[Exclu VA+] Notre rencontre avec Arsène Wenger, l'ancien entraîneur du Arsenal FC	VA plus	French	2020 [2020-11-12]	https://www.youtube.com/watch?v=rBTOK55wvsw	Video
{293}	@03m31s: J'ai une influence bi-culturelle au départ: à la fois allemande, à la fois française. Donc ...euh j'ai pu voyager et m'adapter assez rapidement parce que je n'ai jamais pensé que ma culture était la seule.	Wenger	direct quotation	on his origins and stance towards cultures	Interview	Gaschy Noémie	Arsène Wenger de retour en Alsace	France 3 Grand Est	French	2020 [2020-11-13]	https://www.youtube.com/watch?v=vzBxxRq68Fs	Video
{294}	@03m54s: <i>Ich hab mich angepasst überall. Wie man im English sagt "open-minded", das heißt, das man nicht stubborn ist. Und das man versteht ... versucht zu verstehe, was andere denken.</i>	Wenger	direct quotation	summarising his mindset	Interview	Gaschy Noémie	Arsène Wenger de retour en Alsace	France 3 Grand Est	Alsatian	2020 [2020-11-13]	https://www.youtube.com/watch?v=vzBxxRq68Fs	Video
{295}	p. 65: Nothing is as important as family. In football, there are two forms of family. There is my personal set of trusted lieutenants and staff, people I have worked with over the years, sharing the good times and the bad -people I have great trust in and respect for. They are my football family, and I will talk about these people shortly. Then there is the club as a family	Ancelotti	direct quotation	Discussing his vision of club culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{296}	p. 65: When I joined Milan as manager, it was like coming home from me. The club is set up exactly like a family, despite being one of the grandest football teams in the world. You have your own room at Milanello, the training ground, and the kit man, the other staff - they have been there a very long time. There is a restaurant at Milanello and it's not a buffet, as it is at Chelsea and Real Madrid, but a proper restaurant with a waiter who comes to speak with you as a friend. The waiters at Milanello are mostly very old - they have been there a long time - and the atmosphere is very easy.	Ancelotti	direct quotation	Discussing his vision of club culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{297}	p. 65-66: When I started to work on the organization and setup at Paris Saint-Germain, introducing a restaurant was one of my first priorities. I knew from my time in Milan how important it was for the players to have meals together, to help form a tighter unit. I wanted to bring the family environment I knew so well from Milan to Paris, and mealtimes are an important part of family life. This is how I like the culture of the club to be and I consider the family atmosphere fundamental to success.	Ancelotti	direct quotation	Discussing his vision of club culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{298}	p. 66: From the manager to the kit man, everyone needs to be part of this family and to work towards the shared objectives. The key to the success of any organization is to align the whole family in the same direction. The players are an integral part of this and it is not helpful if there are dissenters who are working against the spirit of the family or who do not consider themselves to be part of it. It	Ancelotti	direct quotation	Discussing his vision of club culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
	is my job to make sure that the family values, whatever they might be, are honoured and respected.											
{299}	p. 66-67: So this is the culture of the club – a family setup. At other clubs it can be different. At Juventus it was like a company for me. When a club is like a company my relationship with my superiors is more formal. During my time at Juve we did not have our own training ground and facilities; we did not have our own 'home'. However, my experience at Juventus was still a good one in my mind. The results were not great during my time at the club, but you cannot always control the results. This does not mean that my relationship with the team was bad. The things over which I had control were working. Maybe the fans might not agree, but I cannot control them either.	Anelotti	direct quotation	Discussing his vision of club culture	Printed book	Anelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{300}	p. 67: It's important that the manager is a cultural fit for the club, as his job is to be an example for this culture, to maintain its standards and see that it is observed throughout the organization. For Milan, I was, of course, a natural fit, but at Juventus I was not. The family environment is better suited to who I am, and it is always easier to work in an atmosphere akin to who you are.	Anelotti	direct quotation	Discussing his vision of club culture	Printed book	Anelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{301}	p. 67: Without an empathy with the culture success can still be achieved, but it can also be fleeting, hard to sustain.	Anelotti	direct quotation	Discussing his vision of club culture	Printed book	Anelotti Carlo, Brady Chris,	Quiet leadership - Winning hearts, minds and	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
						Forde Mike	matches					
{302}	p. 67: Wherever I go, I am always myself. My personality or style does not change, and ultimately I am hired for who I am. The prevailing atmosphere in the club when I arrive dictates the amount of time and work it will take me to achieve the atmosphere I desire, to create my family. This is why sometimes the most important job is to build this family atmosphere if it doesn't exist naturally. At a club like Chelsea, for example, it was also more like a company, but I saw it as an opportunity to build a family there.	Ancelotti	direct quotation	Discussing his vision of club culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{303}	p. 67: When hiring leaders it is essential that the people hiring them know exactly the role they want the new leader to play – is it to maintain the culture or to create a new one?	Ancelotti	direct quotation	Discussing his vision of club culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{304}	p. 67-68: Interestingly, it is said that Sir Alex Ferguson was hired to revive a culture that had waned at Manchester United. Having done so, he maintained his success by constantly reinforcing that culture, continually referencing the history and tradition of the club.	Ancelotti [Ferguson]	direct quotation	Discussing his vision of club culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{305}	p. 68: Of course, a manager can change their approach to fit the demands of the club, but it is easier to fit the coach to the club than the other way around – unless, of course, you want a change or there is a big reason to abandon your beliefs.	Ancelotti	direct quotation	Discussing his vision of club culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{306}	p. 68: If, for example, a big club wanted to break the monopoly of their biggest rival and they thought they could only achieve that with a manager who had already been successful at another club, but who maybe didn't fit culturally, they will in some cases overlook the fact that he won't adapt culturally, because the success is the top priority.	Ancelotti	direct quotation	Discussing his vision of club culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{307}	p. 69: In my career there was only one club – apart from Milan, who already knew me – where I was asked, 'How do you manage? How do you work with the players? What is your style of training? How would you deal with this situation and that situation?' This was Chelsea. I had ten meetings with Chelsea, which is the correct way to do business for me, but it is certainly not normal in football.	Ancelotti	direct quotation	Discussing his vision of club culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{308}	p. 69: The likes of Pep Guardiola and Hungarian coach Béla Guttmann have said that three years is the natural cycle for managers, and my experience with my leadership arcs, one club aside, certainly backs this up. However, sometimes managers, players, coaches and workers find a natural home. Valeriy Lobanovskiy at Dynamo Kiev, Sir Alex Ferguson at Manchester United, Arsène Wenger at Arsenal, me at Milan – in these cases the relationship can last much longer than the three years. The manager has found a home and the club has found the right cultural fit.	Ancelotti	direct quotation	Discussing his vision of club culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{309}	p. 69-70: I have managed great teams all over Europe, highly diverse, multi-national groups of players and	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo,	Quiet leadership - Winning	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
	backroom staff. Working in such an environment presents a unique set of linguistic challenges.					Brady Chris, Forde Mike	hearts, minds and matches					
{310}	p. 70: I was a foreigner in England, as well as in Spain and France, so I forced myself to learn the language. I have done this at each of the clubs abroad I have managed and I will always do this because it is so important.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{311}	p. 70: I need to communicate with the players and the media in the language of the country and I need to make the commitment to show I am serious about adapting and fitting in to a new way of life. For me personally it is important to learn the language as a way into the culture.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{312}	p. 70: I expect the same of the players and I see it as a way to measure their professionalism. Of course, if you give me a choice between a player who scores every week or one who learns the language, then I choose the former.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{313}	p. 70: Sometimes a player can be useful enough on the pitch not to need words. However, I want both from the player.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{314}	p. 70: Making the effort to learn the language enables the player to form better relationships with the other players and staff, and in turn the players and staff appreciate the effort being made to adapt and fit in.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{315}	p. 70: Bothering to learn the language is a reliable indicator of the commitment of the player not just to playing the game, but to flourishing in the new environment	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{316}	p. 70: This is possibly why English players underperform in foreign leagues. However, while the language was clearly a problem for Gareth Bale in his first year at Madrid, it did not affect his performances and it has obviously improved over time. Maybe the exception that proves the rule.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{317}	p. 71: When I was managing Milan, I would have the players speak Italian – nothing else – so that we were all speaking the language of the country. Of course, it's more difficult now because you have players from so many different countries and they often like to socialize and speak in their national groups.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{318}	p. 71: In France we had Italian players and Argentinian players who spoke Italian together, but at the beginning there was a problem because the French players only spoke French and a natural segregation would form	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{319}	p. 71: You have to address this early in your relationship with the players and get them to understand that cliques are not acceptable.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{320}	p. 71: I would manoeuvre them to speak together by having a dinner together and then changing the	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo,	Quiet leadership - Winning	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Original format
	seating arrangements, sitting people next to others they wouldn't normally socialize with.					Brady Chris, Forde Mike	hearts, minds and matches					
{321}	p. 71: The trick is to push the groups together gradually. At Madrid, we put people together at the tables at mealtimes specifically to get them integrated from the beginning. We put new signing Toni Kroos, who is German, close to his countryman Sami Khedira, and then after a certain point put Kroos close to Sergio Ramos and so on. The other thing that I do at clubs is to organize dinners for the players away from the training ground, where they can relax and get to know each other a bit better.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{322}	p. 71-72: Unfortunately, it can't all be done over mealtime, and a lot of my approach at Paris was spent just gently influencing the players at the training ground, where we spent most of our time. I would subtly split up the groups, mix them up with others. I tried not to force these things but to suggest, to influence – this is the quiet way. I have read the work of the psychologist Robert Cialdini, a good Italian name, on influencing. He talks about the effect of things like consistency, reciprocity and likeability on persuading people. I believe that he has exactly the right ideas.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{323}	p. 72: The importance of players and staff being comfortable with the language is central to quickly understanding the culture of the country and the club. For the business community this is probably even more significant than in football, where player turnover is high and their impact might not be as reliant on the language. If business staff are required to operate in countries with particularly difficult languages for Western people to learn, such as China or an Arab nation, mastering the language, which could take as long as eighteen months, can be inefficient. In such cases there will still be cultural behaviours that can be studied, learned and used to help the person become integrated in that environment.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{324}	p. 72: This same approach is useful in any country if you want to stay and make a success of your time there, as it helps you to understand the culture, the professionalism and how the work ethic is seen in the eyes of the players. These deeper cultural differences are just as important as the language. If you go to work in Spain, for example, you have to follow the culture of Spain. They are used to having lunch at three o'clock, so you have to respect this and you should adapt to it. If I can become assimilated into the culture then the players should be able to do the same.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{325}	p. 73: In England, the professionalism of the British players on the pitch is a given. Of course, you're never sure what happens off the pitch, but on	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady	Quiet leadership - Winning hearts,	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
	the pitch, they are really professional.					Chris, Forde Mike	minds and matches					
{326}	p. 73: We know that not all players are created equal; it is the same with football leagues. Each individual league is made up of different nationalities, and even within those nationalities there are cultural differences.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{327}	p. 73: In my career I have found it natural to be immersed in a melting pot of cultures in places such as Paris.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{328}	p. 73: In fact, such experiences are a big reason I have chosen to work in so many countries and why I'm looking forward to the next adventure in Bavaria.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{329}	p. 73: I once talked about these cultural differences in an interview and they didn't like it in France. They said that I didn't speak well about their country's football – that I was a racist. I am definitely not racist and the French managers agreed with what I said in the interview.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{330}	p. 73: I see differences in the way things are in different countries, different approaches and cultures and management styles. One is not better or worse than the other, but they are different, and you must adapt.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{331}	p. 73-74: For example, my time in Spain showed me that they like to play football in a certain way and all the teams broadly like to follow that approach. There is more emphasis on possession of the ball. In La Liga, less possession means that you are at the bottom of the league, but that is because everyone plays the same way – everybody accepts the model. If you reject that model you can beat the best teams who play with that model.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{332}	p. 74: In England there is much more aggression and less obsession with possession. English teams and players have a strong fighting mentality. If I had to go to war, I would go with the English, not with the Italians or the French.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{333}	p. 74: It is absolutely essential to understand this [English] culture, which is macho like the South Americans, but in a quiet, understated way.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{334}	p. 74: Didier Drogba, for example, did not understand, when he first joined Chelsea and was guilty of 'simulation' and exaggerating injuries on the pitch, that a big man simulating injury is not seen as manly in England – it goes against the notion of fair play, and this is a cultural thing. It is different in Spain. John Terry spoke with him and he changed, going on to score lots of goals and become a club legend.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{335}	p. 74: Sometimes it is better for this conversation to come from the dressing room leader and not the 'boss'. That player can become the de facto manager for this moment, in the sense that it's more effective when such advice comes from his teammates, peer to peer. It can be more effective and more efficient than if I tell the player myself.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{336}	p. 74: Understanding the culture, having it explained to him by someone steeped in its values, helped Drogba to flourish.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{337}	p. 74-75: This kind of cultural assimilation is fundamental to the success of a multinational, multicultural group of players because it allows relationships between the players and the staff to form and be strengthened.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{338}	p. 75: Football is a global business now, with people from all corners of the globe playing at the clubs. The more things the players have in common – the language, observing the cultural values – the better they can communicate and function as a team. Players who don't assimilate become unhappy and might not stay for long. If we think of the club as a family once again, and we look to somewhere like Milan, we can see how long some of the players stayed there.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{339}	p. 75: Learning the language is the best place to start for a foreign player or member of staff because it com-	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo,	Quiet leadership - Winning	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Original format
	municates one value of the person very clearly: their commitment to becoming part of the club.					Brady Chris, Forde Mike	hearts, minds and matches					
{340}	p. 75: (...) it is easy to overlook one of the most important relationships at a football club – that between the manager and his support staff. This is where the second aspect of the family comes in, with me and my trusted lieutenants.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{341}	p. 75: The support staff should be there to listen, to share ideas, for support and as part of a united front as a management team. Finally, and most importantly, trust between us should be implicit – and loyalty is paramount. It is non-negotiable.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{342}	p. 76: When I hired Giorgio Ciaschini in my first job at Reggiana, we stayed together for ten years at different clubs. A very strong relationship grew up between us, so that he was part of my football family. It should be difficult to break into the 'family', but once in it should be even more difficult to be excluded. As you spend more time in football, working with more people, the family grows, so that you have a bigger and bigger trusted support network around the world of people you can rely upon. It is people who warrant our loyalty – not organizations. With organizations, it's always just business.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{343}	p. 76: Originally, when I was managing in Italy, I had my family, the loyal, trusted people I worked with, and I wanted to take these people with me, from job to job. Many managers do this when they start a job – they replace the staff en masse with their own people. But my time at Chelsea would change my outlook on all of this, and show me that it was possible to forge new loyalties and new ways of working. It would make me more flexible and adaptable in my approach to leading.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{344}	p. 76: When I was having talks with Roman Abramovich and Mike Forde during my courtship with the club, I told them that I wanted to bring my own staff with me, but Abramovich said, 'Look, we have excellent staff and great organization. These are good people working for us. You have to come to the club, see what it's like first and then if you're not happy you can change.' I accepted this – but I added that I wanted to try it for one month. 'If I feel good, great, let's continue,' I said. 'But if I don't feel good we have to change something.'	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{345}	p. 77: Chelsea, then, was a first for me, as I didn't bring any of my staff with me from Milanello except for Bruno Demichelis, an Italian psychologist who spoke English. I spent a lot of time thinking things over before agreeing to go to Chelsea. I was not sure – I had always worked with my football family before and I was a little bit worried about the language. Bruno was my safety net and he added value with his experience in	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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	the Milan lab. Of course, I would have preferred to bring my family, but it was becoming less common for clubs to allow managers to bring in so many of their own people.											
{346}	p. 77: When I arrived I was quickly happy with the staff – there were top-quality people there. Ray Wilkins, who had been working with my predecessor, Guus Hiddink, was helpful because he could speak Italian and therefore be a bridge between me and the players. He was an ex-Milan player, so he was like family already. Ray provided the cultural link you need when entering a new organization. There were also excellent analysts, scientists, nutritionists – all the infrastructure was in place. And then there was Paul Clement.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{347}	p. 78: It was Paul [Clement]'s time to go alone, just like it had been with me and Sacchi before.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{348}	p. 78: My experience at Chelsea taught me that you don't necessarily need what you think you want. Working with staff who are already part of the business you are joining can be a huge advantage. Maybe if David Moyes had given the incumbents at Manchester United a chance, things might have been different for him. I thought not having my confidants around me would be a big	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
	problem, but it wasn't because I made new ones.											
{349}	p. 78: The problem with loyalty is that it can last even when it's damaging. Bringing in tried and trusted lieutenants sounds sensible, but presumably they were also at your side when you were sacked in your previous job. Sometimes it can take external influences to loosen the bonds. I had to leave behind loyal assistants after a successful time in Milan, because of the Chelsea system. But it taught me that you can always make new assistants who are just as loyal – and expand your football family.	Ancelotti	direct quotation	Discussing international culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{350}	p. 78-79: When arriving at a new club in a new country, it is important to have people on the staff who have a cultural link to both the country and the club you're arriving at. As I've mentioned, this was Ray Wilkins for me at Chelsea and at Real Madrid it was Zinedine Zidane.	Ancelotti	direct quotation	Discussing what he calls the "cultural bridge"	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{351}	p. 79: It's so important to settle in quickly, to adapt to the culture and the organization and to know about the players from all levels of the club – and these cultural bridges can help with all of this. At Madrid I had to take five players from the academy and I didn't know anything about these players, but Zidane knew all about them and was able to help me. It didn't hurt that Zidane had a very strong relationship with the presi-	Ancelotti	direct quotation	Discussing what he calls the "cultural bridge"	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
	dent.											
{352}	p. 79: I have learned that you cannot rule out the players acting as your support. When I arrived at Paris Saint-Germain I found Claude Makélélé there. He had just retired from playing and our paths never crossed at Chelsea, but I knew of him. He became my cultural link, above all with the French players. He was effectively a key support for me in cultural issues with players and nationalities that were new to me.	Ancelotti	direct quotation	Discussing what he calls the "cultural bridge"	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{353}	p. 79: In Paris I had carte blanche to appoint my own staff. I brought in the physical trainer I had worked with at Milan. I was able to take Paul Clement and Nick Broad, who was our nutritionist and statistician at Chelsea, and who became our performance manager at Paris Saint-Germain.	Ancelotti	direct quotation	Discussing what he calls the "cultural bridge"	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{354}	p. 79-80: In my opinion the support staff have the same importance as the players and I try to treat the staff the same as the team. Of course, I have a closer relationship with my staff than with the players, so for this reason it's easier. It's also easier because I don't have to choose between them when match day comes. Effectively, they play every game.	Ancelotti	direct quotation	Discussing what he calls the "cultural bridge"	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{355}	p. 80: With the staff I look at their character as much as I do with the players or anyone else I work with. I believe that their quality will be more or less the same if they have all the	Ancelotti	direct quotation	Discussing what he calls the "cultural bridge"	Printed book	Ancelotti Carlo, Brady Chris,	Quiet leadership - Winning hearts, minds and	Portfolio Penguin	English	2016		Text

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	qualifications.					Forde Mike	matches					
{356}	p. 80: For me, again, the most important thing is trust. I need to have trust so that I can feel comfortable to delegate because I want to empower them and have them as involved as possible. I want them to have the freedom to speak with the players and sometimes I use the staff for assistance in speaking with the players myself – directing them in what I want doing. At Real Madrid, Paul Clement was important to help Gareth Bale with his induction into the club – with both the language and the culture – and he was often able to explain things to Bale better than I could.	Ancelotti	direct quotation	Discussing what he calls the "cultural bridge"	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{357}	p. 80: Every day, together with my staff, we arrange the training sessions. So we speak with each other, we organize together, have ideas together. Speaking with the physical trainer, the doctor or with my assistants can all have an effect on my original ideas. For example, Paul and I might decide that this is the day to have a strength session, but then the physical trainer might say that what we're doing is too much or too soft and that we have to do something different. We then open a discussion and together we'll find the right solution.	Ancelotti	direct quotation	Discussing what he calls the "cultural bridge"	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{358}	p. 80-81: Listening, learning, being adaptable – they're all crucial when it comes to integrating effectively into a club's culture. Not only that, but if my experience with the support staff at Chelsea has taught me anything, it's	Ancelotti	direct quotation	Discussing what he calls the "cultural bridge"	Printed book	Ancelotti Carlo, Brady Chris, Forde	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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	that you must always be open to new ideas. Leaders cannot afford to stand still, they must always be developing, progressing. This wasn't the only lesson I learned at Chelsea, either.					Mike						
{359}	p. 81: At Chelsea, as at a lot of English clubs, they integrated the physical side of training with the technical, using data analytics, GPS and other technologies. At Milan we were used to training differently – to separate physical, tactical and technical training sessions. I didn't especially want to change my style of training, but I did so at Chelsea to ensure that there was minimum disruption for the players and I learned to like this way too. Now I'm happy with this style and I don't want to change it, but I am always learning, so, you never know, I may change again. I like to be open to ideas from any source – be it my superiors, my peers, my staff, players or even people outside of football. A culture of improvement is essential to success.	Ancelotti	direct quotation	Discussing what he calls the "cultural bridge"	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{360}	p. 82: Learn the language; if you have insufficient time, study the culture. In other words, demonstrate a willingness to integrate. Insist on that from your staff as well; if you can make the effort, so can they.	Ancelotti	direct quotation	Culture: The quiet way - Summary of the chapter on culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{361}	p. 82: Cliques are unacceptable; eventually, you will have to break them so make it clear from the outset that integration is the only way to win.	Ancelotti	direct quotation	Culture: The quiet way - Summary of the chapter on culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{362}	p. 82: Cultural education can often come better from workmates rather than the boss.	Ancelotti	direct quotation	Culture: The quiet way - Summary of the chapter on culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{363}	p. 82: Managing the support staff is as important as managing the talent. They represent you every day in key moments when you won't be there. Make sure they understand your plans but also the style you want it delivered in.	Ancelotti	direct quotation	Culture: The quiet way - Summary of the chapter on culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{364}	p. 82: You don't always need what you think you want. Change can be liberating; don't resist it just for the sake of it. You will inspire new people very early in the process by making them believe they are still here for a real reason.	Ancelotti	direct quotation	Culture: The quiet way - Summary of the chapter on culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{365}	p. 82: You need to trust in order to delegate.	Ancelotti	direct quotation	Culture: The quiet way - Summary of the chapter on culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{366}	p. 83: Loyalty is at the centre of relationships. It should be hard to break into a family but even harder to be excluded.	Ancelotti	direct quotation	Culture: The quiet way - Summary of the chapter on culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{367}	p. 83: Loyalty is to people, not organizations. For organizations, it's not personal, it's only business.	Ancelotti	direct quotation	Culture: The quiet way - Summary of the chapter on culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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{368}	p. 83: Understand the nature of the organization you're in (or plan to join). What's the history and culture? Is it a small business, a family firm or a corporate entity?	Ancelotti	direct quotation	Culture: The quiet way - Summary of the chapter on culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{369}	p. 83: Move towards the culture you now find yourself in. Trust, respect and in some cases time will be granted to you if you demonstrate that you know you are the 'guest' in someone else's world / house.	Ancelotti	direct quotation	Culture: The quiet way - Summary of the chapter on culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{370}	p. 83: Don't get caught in overplaying the value of loyalty in your key lieutenants. Not everyone continues to grow at the pace you need so it is important to access the sustainability of their motivation going forward. People will judge you on how you build a support team to drive performance, not on how loyal you are.	Ancelotti	direct quotation	Culture: The quiet way - Summary of the chapter on culture	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{371}	@08m22s: Knowledge about football. That's easy! If you have no idea about football, you have no chance! So at the end it's all ... It depends to different things.	Klopp	direct quotation	On the most important thing for a manager to succeed	Interview	Bennett Roger	Inside the mind of Jürgen Klopp	NBC Sports	English	2016	https://www.youtube.com/watch?v=M4ExHdASgb0	Video
{372}	@10m38s: (...) it's a lot of things as a manager you have to know about. But if you are smart enough, you have around you a lot of good people who are better in things that you are not too good in. I was always smart enough to have the best people around me in my coaching staff.	Klopp	direct quotation	On the most important thing for a manager to succeed	Interview	Bennett Roger	Inside the mind of Jürgen Klopp	NBC Sports	English	2016	https://www.youtube.com/watch?v=M4ExHdASgb0	Video
{373}	@30m52s: That's easy. I think it's easy because ... hmm creating an atmosphere where everybody feels really good, first of all. And then ...it's ... you only have to ... to look inside yourself what you like and would let	Klopp	direct quotation	On how to manage/motivate superstars/millionnaires and diverse players	Interview	Bennett Roger	Inside the mind of Jürgen Klopp	NBC Sports	English	2017	https://www.nbcsports.com/video/pl-download-inside-mind-jurgen-klopp	Video

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	you be confident. It's the the the positive. Or sometimes a critical feedback from a person that is important for you. And most important thing: these players are good, I don't have to make them something special. (...)											
{374}	@32m05s: We all can fail, we all can make mistakes, not important. It's only how you handle it, how you react on it. And so ... how I said I have still more, so much more really heavy in my life and hard defeats than wonderful wins. And I know how to ... how to come out by myself, how to go back on track by myself.	Klopp	direct quotation	On how to manage/motivate superstars/millionnaires and diverse players	Interview	Bennett Roger	Inside the mind of Jürgen Klopp	NBC Sports	English	2017	https://www.youtube.com/watch?v=M4ExHdASgb0	Video

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{375}	@24m08s: Sehr gut. Es war ein wichtiger Grund für mich, dass ich das mache. Nicht jetzt die speziellen englischen Gewohnheiten, sondern andere Gewohnheiten. Weil ich hab ja nun mal ... was war das? 48 Jahre ungefähr in Deutschland gelebt und nur in Deutschland gelebt. Das heißt, die Möglichkeit zu einem anderen Land zu leben bedeutet ja nicht für mich, dass ich da hinkomme und sage bei jedem "der ist ja komisch (unintelligible)." Wir waren erstmal interessiert, wir wollen ... ich trinke mittlerweile keinen Kaffee mehr, ich trinke nur noch Tee. Ich mag das total gerne! Diese ... das ist ein Bißchen Zeremonie, das ist ein Bißchen ... es dauert länger, man trinkt's nicht so gedankenlos, weil man muss es erstmal machen, und Kaffee is ausm Automaten raus und so weiter ... Ich mag das total. Das ist die eine Sache. Dann mm ... ist es so, dass du einfach das Essen ist natürlich anders. Und am Anfang hätte ich auch einfach gesagt "schlechter ...", mittlerweile ... und es ist auch in manchen Bereichen an sich einfach schlechter als deutsches [Essen]. Aber es hat auch was. Es gibt ganz ganz nette Restaurants, die wir so in Deutschland gar nicht haben, wo du reinkommst und denkst "ich sitz jetzt im Wohnzimmer!" ... so. Das ist ganz ganz viele wirklich schöne, wunderschöne Sachen. Und die Menschen sind wirklich supernett. Also, Engländer muss man ja ... sie sagen über sich selber ... was stört, dass sie keine Fremdsprache sprechen ... also, das ist ja nachvollziehbar, das würde uns	Klopp	direct quotation	On how well he adapted to the life in a foreign country [England] and the peculiarities of the people	Interview	Wontorra Jörg	"Wontorra – der KIA-Fußball-Talk"- die komplette Sendung mit Jürgen Klopp	Sky Sport HD	German	2018 [2020-06-30]	https://sport.sky.de/fussball/artikel/wontorra-der-fussball-talk-die-komplette-sendung-mit-juergen-klopp/11339708/34241	Video

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	Deutschen auch nicht anders gehen, wenn Deutsch überall verstanden werden würde, glaub ich auch nicht, dass wir anfangen, Englisch zu lernen. Und so geht's ihnen ja auch. Aber sie sind wirklich gewohnt, dass sie ganze ... dass wirklich ganz viele Leute von überall her kommen und so richtig so ... sich einen abbrechen mit Englisch. Und keiner ist da unfreundlich und sagt "was willst du sagen?" Sie sind total bemüht, dich wirklich zu verstehen und sind total offen. Und ist wirklich ... wir habne unfassbar viele wahnsinnig nette Leute kennengelernt und ... also jetzt schon klar: Freunde fürs Leben! Und das ist großer großer Mehrwert.											
{376}	@34m20s: Ich kann mittlerweile ... mit meinen Spielern ... krieg ich die Message rüber, die ich ... die ich rüber bringen will. Und es ist leichter für die Spieler, weil ich viele ausländische Spieler habe, mich zu verstehen, als z.B. einen Iren ... ja ... Native aber (unintelligible) aber der Dialekt "was redet er da?". So ... also deswegen ... das Bißchen Englisch, dass ich spreche, ist zumindest Englisch.	Klopp	direct quotation	On how he transmits emotional messages and translates expressions from his native language into English	Interview	Wontorra Jörg	"Wontorra – der KIA-Fußball-Talk"- die komplette Sendung mit Jürgen Klopp	Sky Sport HD	German	2018 [2020-06-30]	https://sport.sky.de/fussball/artikel/wontorra-der-fussball-talk-die-komplette-sendung-mit-juergen-klopp/11339708/34241	Video

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{377}	@00m53s: The job changed completely. Yeah yeah. I was in Mainz [FSV Mainz 05, a club then playing in the second division in Germany] in the very beginning responsible for absolutely everything around the football team. We had with Christian Heidl as sporting director and mmm ... we were the club pretty much and ... to decide everything. It's the best way to learn the job. You have to do everything and nobody was really watching because nobody was interested in Mainz. So I had to it learn the hard way and we learnt it the hard way. And meanwhile I am the boss of ... what I did that time alone, I have now ... I would say nearly 20 assistants for. So I'm really the manager of ... of ... of a big coaching staff. And then ... and I can do that because I know what they all are doing. Because I did it by myself.	Klopp	direct quotation	On what has changed to his job over time, and in particular since his last meeting with the interviewer [2012]	Interview	Schäfer Jana	Jürgen Klopp - wirklich nur der "Normal One"?	Deutsche Welle - Kick off!	English/German	2019 [2020-10-04]	https://www.dw.com/de/j%C3%BCrgen-klopp-wirklich-nur-der-normal-one/av-48595491	Video

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{378}	@02m17s: I still use huh ... my interest of ... for people. So ... I was always very interested in people. So ... That didn't change. The problems of the boys changed a lot because of social media and stuff like that ... much more pressure. When more money is involved, the pressure increase incredibly. So ... and that's all. They are very young, and they are ... they are judged every day. It's like acting constantly in a glass house, constantly because everyone sees you, whatever you do, each mistake, each failure, each good thing, each bad thing. The world out there is: if you are good, you are outstanding; if you are not good, you are the worst in the world. There's nothing, there's not ... there's only black-white, here's no grey ... the color gray is some ... disappeared somehow. And I was always a pretty calm person. That's probably ... nobody can really imagine that because I look quite different when I watch a football, when I watchin a football game - it's true. But in normal things of life, I'm completely calm. And now meanwhile, I'm much more experienced than I was at that time. But yeah, I said probably we spoke about that. I'm not sure if years ago, but because I was a very young father, I had to learn it pretty early to take care for younger people. And I learnt that. And that's what I'm still doing. The boys are now younger than my sons are. So ... and I still like it a lot. And so, that's it. In that job now, there are only players with world class potential. Not all of them will be world	Klopp	direct quotation	On the "tools" he learnt at Mainz	Interview	Schäfer Jana	Jürgen Klopp - wirklich nur der "Normal One"?	Deutsche Welle - Kick off!	English/ German	2019 [2020-10- 04]	https://www.dw.com/de/j%C3%BCrgen-klopp-wirklich-nur-der-normal-one/av-48595491	Video

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	class, but world class potential. And my job is to help them to become really world class. And that's ... that's the job to do. And that's they know already 80% about football, but the last twenty percent can be really decisive. And that's my job.											

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{379}	<p>@04m36s: -Klopp: It's too important that it only can let's speak my ... my "belly", and that's too important. And the thing is, it's too expensive. Let me say it's too expensive. The people trust me a lot. And and so I cannot spend millions by thinking "wuuh ... it could work." If you sign a player, you have to know as much as possible. It's easy to find a good football player. To know him as a person and learning about him as a person, it's not that easy. That needs obviously experience. And I try that. Players are very often surprised when I meet them first time that we don't talk at all about football. Because that thing is already done for me. Because we only sit here because they're very good footballer. Otherwise, it would be a waste of time. I should have met a not good football and to be honest, and ask him about our club or whatever.</p> <p>- Schäffer: So, yeah, you're talking with him then?</p> <p>- Klopp: Life.</p> <p>Schäffer: Life. Life in general.?</p> <p>- Klopp: Yeah. Yeah. God and the good world. (Laughs) But is it possible. That's possible. Not ... not really likely to be honest. And everybody knows what we mean by that I'm really ... that I'm Christian and but it's ... I'm not. I don't know.</p> <p>- Schäffer: Ein Bekehrer? [German: proselytiser]</p> <p>- Klopp: No. I am not that. Sol am not a missionar that says whatever ... that's how it is ... so people ... we live in a free world and I cannot. It's not my mission.</p>	Klopp	direct quotation	On how chooses and hires players	Interview	Schäffer Jana	Jürgen Klopp - wirklich nur der "Normal One"?	Deutsche Welle - Kick off!	English/German	2019 [2020-10-04]	https://www.dw.com/de/j%C3%BCrgen-klopp-wirklich-nur-der-normal-one/av-48595491	Video

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{380}	@01m09s: Una grande difficoltà che ho trovato quando sono andato ad allenare la squadra in Russia che ho trovato solo due giocatori che parlano inglese, e uno che parlava spagnolo perché ha giocato in Spagna. Per cui tutto mio lavoro viene fatto con traduttore. Non è tanto difficile quando si devono fare gli esercizi durante gli allenamenti. Ma è ... è soprattutto difficile quando devi dare un ... un motivo psicologico, qualche cosa di che tu senti, e trasmetterlo alla squadra. Per cui quando io vorrei dare qualche cosa, un segnale magari forte di coin ... di coinvolgimento, mi diventa un po' difficile. E spero che il traduttore sia all'altezza, anche se è un ragazzo che sta lavorando con lo Zenit San Petersburg e conosce i giocatori. E e ... oltretutto che quando preparo la partita. Prima della partita io sono abituato a scri ... prima hmmm ... faccio un passo indietro. Quando preparo il match io faccio vedere i video della squadra e dico cosa devono fare, già cosa fanno gli avversari e cosa facciamo noi. Però prima della partita quando deci ... due ore prima della partita quando siamo in albergo e prima di andare al campo, io scrivo ... faccio su ... su dei fogli -come si chiama la ...? sulla lavagna- scrivo tutti i punti che avevo detto loro di seguire, di fare, sia quello che devono fare noi, quello che devono fare loro. E anche lì, invece di scriverlo io, lo devo scrivere il traduttore perché scrivo in cirillico. E quindi ci sono queste difficoltà. Ma la cosa che più mi ... mi crea problemi è: quando io finisco il primo tempo, nel tragitto	Capello	direct quotation	Explaining the challenge(s) he faces as a newly appointed manager of the Russian national team, having previously managed the English national team	Interview	NN	Fabio Capello at the Cambridge Union Society	Cambridge Union	English/Italian	2013 [2020-04-16]	https://www.youtube.com/watch?v=tOSF4nstl5g	Video

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	<p>che va dalla panchina allo spogliatoio, io ... secondo del ... di come sta andando la squadra, eh ... io penso all'intervento che devo fare. E tanto dico, voglio che la squadra per 4-5 minuti non parli, stia in silenzio, si metta a posto, cambiano la maglietta, si hanno bisogno di un massaggiatore/fisioterapista. E, in quei momenti secondo del ... di quello che voglio trasmettere, devo usare un' tono di voce. E molte volte, il traduttore non usa questo tono di voce che sarebbe necessario per scuotere la squadra, per fare qualcosa come io voglio. Per cui questa è una cosa che mi rende un po' più difficile il lavoro, ma è eccitante. Diciamo che sotto un certo aspetto è ... è diverso, qui [in England] riuscivo a comunicare con i giocatori, riuscivo a parlare e dire quello che volevo. L'unica cosa che ho dovuto imparare è il nome che danno ad alcuni esercizi che io se lo traducevo dall'italiano all'inglese, non era la stessa cosa. Perché in ogni paese c'è un mo ... una terminologia per ogni esercizio che si fa, per ogni movimento che si fa sul campo. In Spagna aveva una terminologia, in Italia un'altra, in Inghilterra un'altra ancora.</p>											

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{381}	@00m29s: - Pochettino: I think this is about the belief and the faith that you have and then to provide a good platform for them to ... to improve and to grow in a very natural time. And I think from day one, I think, when I started my career like a manager in Espanyol [Barcelona], always the first thing that when I arrive in the new club is to be interested in what happen in the academy. And I think is start to know the ... the young player, because is going to be the future of the ... of the club. And of course, for me, because I grow in Newell's Old Boys in ... in one of the best club in Argentina, or the best club in Argentina, building and to develop ... developing new young player. I think I learn a lot from a person like Jorge Griffa. And ... and of course, for me it was in my mind, when I was young, I was a player and I started to ... and then I started thinking one day to be a manager. And ... and because I believe and I feel the responsibility to provide them all that ... a person like Jorge Griffa and all the ... the staff on the academy Newell's Old Boys provide the people to us, to me ... younger and kid that want to ... to achieve the dreams. And it's like a youth you feel today the responsibility to try to give the same opportunities, and to create the platform for them to ... to feel comfortable and ... and help to be a ... professional football ... footballer. And, of course, in the same way to try ... to approach in a personal basis, in a human ... valu ... values, to ... to provide the good values too. Not only	Pochettino	direct quotation	Asked about his obvious trust in youngsters by giving them play time	Interview	White Arlo	Tottenham's Mauricio Pochettino: Inside the mind with Arlo White - Premier League	NBC Sports	English	2019 [2020-02-15]	https://www.youtube.com/watch?v=7vY1TPstawl	Video

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	<p>to develop like players, if not like the personality and character. And I think it's so important. That is a mix that we work so hard to try to ... to provide them to have opportu ... the opportunity. And in the moment that they're going to ... to be involved with the first team, no only to performance and delivery, they should be. But they need to grow like ... like a person too. That is, I think, it is important too.</p> <p>- White: So the personal development is so important to you?</p> <p>- Pochettino: Yes. For me, yes, it's so important. For me, it's so important to ... to mix that two sides, the ... the ... between how you feel, your emotions, how you are going to behave with the professional side of football, develop your talente ... , your talent. And, of course, is ... that is, I think, one of the key to be successful on the ... on the ... in the future.</p>											

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{382}	<p>'@03m50s: To be honest, after ... training with us, of course, always for us, is a thing to ... we always try to create a space for the younger that ... the younger that we believe that can be a good player for the first team, who can ... can play on the first team. I think, always is create ... we created an space for them to be involved every week with us. But then is depend of the personality and the capacity for the younger to ... to mature, no? How they are going to grow. Some player needs maybe three months, another player six months, another two year. All are completely different and always is so important to give the right time, no? Because I'm not to take a rush decision how we judge them. And always give them time enough for them to ... to ... to achieve the level to after to ... to ... compete with the first team. I think this is not about "they are doing well on the under 18, under 23 and: OK, go and play with the first team." I think that is not the way that we use to work. I think is ... is ... for us is more important about to be accepted for the senior player. (I) start to ... to ... to build that complicity that they need to create in between the team. And then for the senior player to accept the younger like a natural, because after 3 months, 4 months, 6 months sharing training session, they accept that they can be good, very good teammate and them can help them on the pitch.</p>	Pochettino	direct quotation	on how he assesses a youngster's readiness for the first team	Interview	White Arlo	Tottenham's Mauricio Pochettino: Inside the mind with Arlo White - Premier League	NBC Sports	English	2019 [2020-02-15]	https://www.youtube.com/watch?v=7vY1TPstawI	Video

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{383}	'@06m05s: - Pochettino: No ... hm ... because when we arrive here, I think was ... I think the most important is ... is to feel the person when ... when you ... when you see. Talk, and touch, and the skin is so important: that feeling! For us when ... was a small thing that happen. I remember when we arrived here, wasn't compu ... compulsory to shake hands. But we start to behave like this and, we shake hands, every single person, a player, when we arrive to the restaurant on the morning, the breakfast, like this. I remember one day we were in the first few weeks and took in the ... having a lunch with Daniel, with the Chairman. And every single player that arrive shaking hands with ... with the Chairman! And the Chairman, Daniel, said to me, "oh, Mauricio, that is compulsory. It's a new rule." -"No, that is respect." (...) Is to talk about respect. Is talk about ... to be close. And I think that attachment of that ... to create that feeling in between each other, I think, is going to be ... to help. After, because of the football is a collective sport, that we need to fight each other for, for ... for ... to try to to success all together. And I think that is a very good start when ... when you arrive in the morning, or when you say good bye. And I think it's great, a very good complicity between ... together.	Pochettino	direct quotation	The interviewer observing that everybody was shaking hands on the club's training ground and whether it was compulsory	Interview	White Arlo	Tottenham's Mauricio Pochettino: Inside the mind with Arlo White - Premier League	NBC Sports	English	2019 [2020-02-15]	https://www.youtube.com/watch?v=7vY1TPstawl	Video

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{384}	@02m16s: Adesso mi costringete a parlare della gestione del gruppo, che è un argomento molto interessante, bello, e ... È vero che il gruppo ... diciamo il gruppo di lavoro è ... è cambiato. Perché ho iniziato a lavorare nel '92, diciamo come allenatore nel ... 1995, ho allenato la squadra di ... di serie B, che era la Reggiana, che era la squadra, diciamo non della città ma dalla mia zona dove sono nato. E siamo partiti con l'allenatore, poi c'era l'allenatore in secondo, un allenatore dei portieri un medico, due massaggiatori - che adesso non si chiamano più massaggiatori ma si chiamano fisioterapisti-riabilitatori. E se ci metti i giocatori totale: diciamo, 20-22 persone. Adesso si parla di minimo 25 giocatori. Si parla di uno staff tecnico composto da un allenatore, una volta c'era un secondo, poi adesso c'è il videoanalista, c'è il preparatore dei portieri. Diciamo, nello specifico, noi siamo ... diciamo: allenatori in secondo, videoanalista, abbiamo tre preparatori atletici, abbiamo tre dottori, cinque fisioterapisti. E poi dopo bisogna considerare, diciamo, tutto il reparto della ... dell'ufficio stampa. Bisogna considerare ... me dimentico qualcuno? No? E le reti sociali ... insomma, morale: Siamo una cinquantina di persone. E quindi, diciamo, il tipo di gestione sicuramente è molto più diverso da ... dall'inizio. Se nel '92 era una gestione più diretta nel senso che, diciamo, l'allenatore ... aveva il controllo totale di quasi tutto, dall'organizzazione dell'allenamento a ..., diciamo, alla ... alla preparazione. Era	Ancelotti	direct quota- tion	How he perceives the job of managing a football team, in particular comparing from when he started [1992-1995] to the time of the conference [2019]	Con- fer- ence	NN	Ancelotti alla Vanvitelli per parlare di gestione del gruppo e delle risorse umane in un top club	Università degli Studi della Campania Luigi Vanvitelli	Italian	2019 [2020-04-18]	https://www.youtube.com/watch?v=0oHMpiSS84k	Video

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	<p>un rapporto anche molto più diretto: un conto è parlare con 20 persone, un conto è parlare con 50. Allora ... a quel punto adesso, diciamo, la gestione del gruppo è ... c'è anche la necessità di delegare un po'. Nel senso che, diciamo, la preparazione atletica devi avere un preparatore che ... del quale hai fiducia, del quale hai le competenze e dare la possibilità, a lui, di delegare. Cioè, ti devi fidare delle persone che hanno più conoscenze di te in un determinato aspetto. Certamente ... e lo stesso riguarda, diciamo, l'aspetto medico, l'aspetto sanitario. (unintelligible) Il calcio è cambiato, è cambiato molto. È cambiato tutto. È cambiato ... le regole sono cambiate. È cambiato ... mmm ... il ... la composizione dei gruppi. Sono cambiate i rapporti con la stampa, con le medie: Una volta era un rapporto molto più diretto, perché ... diciamo, non c'era tutta questa, diciamo, espansione mediatica, tutta questa tecnologia. E quindi anche ... anche il giocatore aveva un rapporto diretto con il giornalista. Adesso il giocatore non ha più un rapporto diretto col giornalista, e il giornalista non ha più un rapporto diretto con la stampa . Adesso ci sono sempre dei livelli di mediazione. È cambiato il linguaggio il linguaggio del calcio è cambiato una volta si parlava di "formazione", adesso si parla di "sistema di gioco" (...)</p>											

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{385}	@09m40s: Il calcio non è tanto complicato. Il calcio è abbastanza semplice. Si vuole rendere complicato. Ma noi cerchiamo di renderlo semplice. La cosa più complicata è la gestione di queste persone -per ritornare al discorso- che lavorano tutti i ... tutti i giorni. È lì dove c'è perché c'hai ... perché oggi ogni persona ce ha il proprio carattere. Ogni persona ce ha il proprio ... le proprie motivazioni. È un lavoro di squadra, è un gruppo di squadra ma, diciamo, dentro a questo gruppo ci sono tanti egoismi. Perché ognuno di noi ha la tendenza a pensare prima per se, e poi agli altri. Leggevo una statistica del ... del ... fatto in America sui dei ragazzi del ... dai 15 ai 21 anni, che diceva -a me sembra esagerata, ma lo dico lo stesso- diceva che il 90 % di queste ragazze è sotto stress. 90% da 15 a 21 anni. Perché? Perché le nuove tecnologie ti isolano, prima di tutto. E le reti sociali e, diciamo, la comunicazione che viene fatta verso questi ragazzi è: la ricerca sempre del bello, di essere i più bravi, di essere i più belli, di essere i più ricchi ... Allora c'è, diciamo, la ricerca, diciamo dell'impossibile. Dell'impossibile. E, una cosa curiosa, dava un consiglio per, diciamo, sopperire a questo eccesso di stress: Pensare un po' agli altri. Quindi è una forma di, diciamo, altruismo. E devo dire che, diciamo, nella costruzione e nella gestione di un gruppo, l'altruismo è una componente molto molto importante. Come? molto molto importante è la relazione tra le persone. Allora, se a me mi dicono "chi sei tu?", mi viene	Ancelotti	direct quota- tion	How he perceives the changes to managing a team and the societal changes	Con- fer- ence	NN	Ancelotti alla Vanvitelli per parlare di gestione del gruppo e delle risorse umane in un top club	Università degli Studi della Campania Luigi Vanvitelli	Italian	2019 [2020-04-18]	https://www.youtube.com/watch?v=0oHMpiSS84k	Video

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	da dire "io sono un allenatore". Se a voi vi chiedono "chi siete voi?" "noi siamo dei dottori." Ai giocatori li chiedo "chi sei tu?" "Io sono un giocatore." ... No, sbagliato: "Io sono una persona che fa il calciatore", "io sono un alle ... sono una persona che fa l'allenatore." Alla base diciamo per la gestione, a mio parere, è la ... diciamo ... relazione tra le persone, che deve essere una relazione a pari livello.											
{386}	@23m32s: Le primedonne?! Ci sono ... ci sono da differenziare le cose perché, diciamo, la prima donna viene ... diciamo Cristiano Ronaldo. È primadonna, per ... per diciamo per le medie, per tutto l'intorno. Dentro lo spogliatoio, Cristiano Ronaldo è come gli altri. Quindi c'è un luogo sacro che si chiama spogliatoio, dove tutti sono uguali, dove nessuno è primadonna. Poi dopo, c'è ... c'è l'altro aspetto legato ... alle medie, alla stampa, alla qualità del giocatore. È uno dei giocatori più importanti del mondo che lo fa diventare una primadonna. Ma, nel ... nel ... nello specifico, nel posto	Ancelotti	direct quota- tion	how he handles difficult stars	Con- fer- ence	NN	Ancelotti alla Vanvitelli per parlare di gestione del gruppo e delle risorse umane in un top club	Università degli Studi della Campania Luigi Vanvitelli	Italian	2019 [2020-04-18]	https://www.youtube.com/watch?v=0oHMpiSS84k	Video

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	di lavoro dove siamo tutti i giorni, è uno dei ... come gli altri, è trattato come gli altri perlomeno. Poi dopo, certamente non parlo di Ronaldo ... ho detto ci sono giocatori che hanno le proprie caratteristiche caratteriale: giocatore un pò più egoista, giocatore un pò più ... un pò meno egoista ma non tanto determinato. Allora l'allenatore deve cercare di mantenere, diciamo, un equilibrio, Ccicare di spiegare al giocatore egoista che l'altruismo è molto importante, e tutte queste cose qua non è una ... non è una gestione complicata.											
{387}	@19m25s: La credibilità diventa molto importante nella trasmissione di questa idea ... di questa idea che i giocatori poi alla fine del ... alla fine della fiera devono portare sul campo. E come ho detto più questo rapporto diretto, più è meglio per l'allenatore. Ho sempre detto ai miei calciatori: "non voglio esecutori di ordini." Perché l'esecutore di ordini è un soldato. I soldati sono esecutori di ordini, non possono decidere c'è un generale che decide per loro. Vanno ed eseguono gli ordini ma i soldati fanno la guerra, non giocano a calcio.	Ancelotti	direct quotation		Conference	NN	Ancelotti alla Vanvitelli per parlare di gestione del gruppo e delle risorse umane in un top club	Università degli Studi della Campania Luigi Vanvitelli	Italian	2019 [2020-04-18]	https://www.youtube.com/watch?v=0oHMpjSS84k	Video

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{388}	@38m30s: Una volta c'ho avuto un giocatore che, quando io parlavo [unintelligible] siamo al tema lì, e io parlavo a lui ... mentre io parlavo alla squadra. In realtà ehm ... io non penso di aver trovato giocatori che remano contro. Certamente, eh, come tutte le cose, non è che puoi andare d'accordo con tutti perché alla fine ... alla fine tu devi decidere chi va in campo. E non pensate che i giocatori guadagnano e quindi anche se vanno in panchina ... il giocatore vuole giocare! e tutti vogliono giocare! Purtroppo quello è un aspetto, diciamo, molto molto particolare, importante ... non credo che remano contro perché, in fondo, è un gioco di squadra: tu puoi giocare contro l'allenatore, ma se giochi contro l'allenatore, sei anche contro i tuoi compagni di squadra ... quindi è difficile. Solitamente tra i calciatori, c'è un legame forte di amicizia, in tanti casi perché si sta lì tutti i giorni stanno lì tutti i giorni ridono, scherzano insieme. Non penso che ci sono giocatori che remano contro. È chiaro, l'allenatore ha problemi con ... da risolvere soprattutto nella gestione, diciamo, la focalizzazione più forte su quelli che non giocano, perché è evidente che il giocatore che non gioca ... c'è il rischio che perda motivazione. Allora, se perde motivazione, abbassa, diciamo, l'intensità dell'allenamento. Su 20 giocatori, diciamo 10 giocano e 10 non giocano: può essere quei 10 che non giocano sono demotivati, allora l'intensità dell'allenamento è un disastro. E quindi, diciamo al livello psicologico,	Ancelotti	direct quotation	what would happen if players would ever oppose or "rebel", and difficulties with players in general	Conference	NN	Ancelotti alla Vanvitelli per parlare di gestione del gruppo e delle risorse umane in un top club	Università degli Studi della Campania Luigi Vanvitelli	Italian	2019 [2020-04-18]	https://www.youtube.com/watch?v=0oHMpiSS84k	Video

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	la focalizzazione è soprattutto su quelli che non giocano. E non è neanche facile. È un aspetto molto molto delicato. Io avevo un allenatore, quando non giocavo mi dicevano "no ... stai tranquillo, allenati bene, vedrai che la prossima partita ci sarà posto per te. Ho fiducia in te. Ho stimi in te." Arriva la partita dopo: panchina. "Stai tranquillo, (non) ti preoccupare, continua ad allenarti con serietà." Alla terza volta, quando si girava gli diceva "va quel paese!" cioè ... la credibilità. È meglio non dire niente delle volte (...)											
{389}	@00m20s: I have a lot more information than I give to the players. Not because I don't want to ... I want to keep that. No, it's just because I want they have to play a football game. Football is a game and you have to play it with freedom. In the beginning, for example, when a new play is coming in, I don't give them any information. It's like let them play. Let's learn ... that I learn about him, what he's doing naturally, and what we want to adjust, and what we want to leave with him, and what we want to stop him doing, and stuff like that.	Klopp	direct quotation	Asked what drove the decision to choose a club in a foreign country and whether he sometimes feels homesick	Interview	Shaw Chris	Jürgen Klopp explains his approach to leadership	Liverpool FC	English	2019 [2019-12-28]	https://www.liverpoolfc.com/news/first-team/351529-jurgen-klopp-leadership-interview-liverpool	Video

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	So you learn more about your players each day and you know how to how to treat them, how to deal with them. A lot happens in the one-one talk, actually, but that's with the player, with the team, there are more things to do. And they're then all in the right shape and in the right position. And you try to ... yeah. To help eleven players to do the right things in the right moment.											
{390}	@01m58s: It was a absolutely conscious decision to ... to go to ... to England, to another country, to learn new things, to improve a new language, and all that stuff. So ... that's all only positive. We met a lot of good people here. No, I don't miss anything. The world is -in Europe at least - small enough that we can reach everything in a couple of hours.	Klopp	direct quotation	Asked what drove the decision to choose a club in a foreign country and whether he sometimes feels homesick	Interview	Shaw Chris	Jürgen Klopp explains his approach to leadership	Liverpool FC	English	2019 [2019-12-28]	https://www.liverpoolfc.com/news/first-team/351529-jurgen-klopp-leadership-interview-liverpool	Video
{391}	@02m24s: This club is sooo unbelievable big! ... it's incredible! It feels ... it feels really good and it gives us a lot of power. For me, absolutely no pressure. I mean, I sometimes try to imagine how it is in all the living rooms all over the world: millions and millions of people, when we are playing, are completely concentrated on what we are doing. During the week, they follow us wherever we go, they read everything about us and all that stuff. And it's very positive. That's very ... it's like the best thing you can do in your spare time, actually, if you love football, obviously. And so I like it a lot that we have such a positive moment and the people have really a lot of good, good moments during the season. And hopefully it	Klopp	direct quotation	His opinion about the club he is working for [Liverpool FC]	Interview	Shaw Chris	Jürgen Klopp explains his approach to leadership	Liverpool FC	English	2019 [2019-12-28]	https://www.liverpoolfc.com/news/first-team/351529-jurgen-klopp-leadership-interview-liverpool	Video

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	may continue like this.											
{392}	@03m06s: All of what we do in life, how I understand, is about relationship. Because otherwise you live in a forest alone, on a mountain alone, and if you only want to be alone and want to be responsible exactly the things you do, and no responsibility for anything else, you have to live alone. Otherwise, always when you enter a room, you have a little bit of responsibility, at least for the mood in the room. As a football team, we have to. We have to work really close together. Each player knows each name of each person that works of Melwood [location Liverpool FC training ground]. It's not me to create an atmosphere. Each person in a room, each person is responsible for that. In a football team, especially. It worked out well: We all win for each other meanwhile. We do it for our ... for Carol and Caroline. We do it because they know how important it is to them and that makes it just more valuable and more worthy. It's just ... it feels different. If you have a bigger group to do it for, the more the benefits for yourself. That's how it is.	Klopp	direct quota- tion	The atmosphere and spirit he is aiming/aimed to create at the club	Inter- view	Shaw Chris	Jürgen Klopp explains his approach to leadership	Liverpool FC	English	2019 [2019-12-28]	https://www.liverpoolfc.com/news/first-team/351529-jurgen-klopp-leadership-interview-liverpool	Video

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{393}	@04m06s: 'I try everything to be as successful as possible. I live 100 percent for the boys, with the boys, what we do for the club, and all that stuff. And I think that's leadership in the first case. As a leader, you cannot be the last who comes in and the first who goes out - that's how it is. Don't have to be always the first coming in or the last going out, that's (unintelligible) like this. But you have to be an example as well, that's how it is. We have enough confidence, and that's very important for a leader. Because confidence ... if I would expect from myself that I know everything, that I'm the best in everything, I couldn't have confidence. But I don't expect that. I know I'm good in a couple of things, really good in a few things – and that's enough! What I can do ... my confidence is big enough that I can really let people grow next to me. It's no problem. I need experts around me. It's really, really very important that you are empathic, that you want to try to understand the people around you, and that you give real support to the people around you! And then everybody can act. That's what leadership is: Have strong people around you with a better knowledge in different departments than yourself, don't act like you know everything, be ready to admit that "I have no clue in the moment so give me a couple of minutes that I will have a clue probably." And that's exactly how I understand it. But it's not a real philosophy, just my way of life.	Klopp	direct quotation	what he does to achieve success	Inter- view	Shaw Chris	Jürgen Klopp explains his approach to leader- ship	Liverpool FC	English	2019 [2019-12- 28]	https://www.liverpoolfc.com/news/first-team/351529-jurgen-klopp-leadership-interview-liverpool	Video

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{394}	Für uns war das so ... für uns ist der Umgang miteinander, und BlackLive-Matters, natürlich! Is ja logisch! Wenn man sich hier unsere Mannschaft anguckt: Wir haben Spieler aus Afrika, wir haben Spieler aus England und so weiter ... mit deren ... mit dem dementsprechend Hintergrund, und so weiter. Is völlig normal. Wir ... ist es uns so natürlich, dass wir im ersten Moment gar nicht daran gedacht haben, dass wir überhaupt eine Message senden könnten. Oder die Jungs. Dass es völlig normal ist. Also keiner hier hat ger ... "äh? das muss man nochmal sagen?!" Aber dann: Es ist den Jungs aufgefallen. Ja klar! Warum ... und dann haben sie sich zu dieser Aktion ganz spontan entschieden. Und ich war schon immer ... seit langem sehr, sehr stolz auf die Bur-schen. Aber, es war nochmal ein außergewöhnlicher Moment, als ich sie da gesehen hab, und sie sich ... dieses Foto gemacht wurde, da war ich richtig stolz. Weil es einfach eine wichtige Message (ist).	Klopp	direct quotation	Commenting the public identification of his players to the BlackLivesMatter protest action	Inter-view	Hell-mann Sebastian	Klopp über Bayerns CL-Chancen: Sehen im Moment top aus, aber...	Sky Sport	German	2020 [2020-09-16]	https://sport.sky.de/fussball/artikel/juergen-klopp-im-exklusiven-interview-ueber-champions-league-restart-und-black-livesmatter/12000984/34353	Video
{395}	@40m59s: Streich: Ich war nie jetzt nur in irgendwelche so Gruppen drin, immer - und nur in der Gruppe und so. Ich würde mich jetzt schon bezeichnen als eigentlich offener Mensch. Ich begegne wahnsinnig gerne unterschiedlichen Menschen, ich bin gern mit Menschen zusammen - aber nur von Zeit zu Zeit, dann aber wieder nicht. Und ich bin sehr sehr interessiert an unterschiedlichsten Lebensformen, an unterschiedlichsten Denkweisen. Wontorra: Auch mal an alternativen Lebensformen?	Streich	direct quotation	Asked about his complex personality	Inter-view	Wontorra Jörg	Christian Streich erklärt Freiburgs Erfolgsgeheimnis	Sky Sport HD	German	2019 [2020-04-12]	https://www.youtube.com/watch?v=Ld6QJnAG7AI	Video

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	Streich: Ja! oder an Lebenformen wie ... wie denkt jemand über eine ... über eine Thematik, der aus Asien kommt ... aus Südkorea. Und ich ... da bin ich auch schon gereist. Und plötzlich ... er hat des Sichtweise, eine Betrachtungsweise, wo ich nie drauf gekommen wäre - gerade von der anderen Seite. Und da denkst du "ja, so kann man es ja auch sehen! Dann hab ich schon was gelernt!"											
{396}	@02m28s: Everytime I goes in the field, and I was playing for Arsène Wenger, I wanted to know that what you [he] have done for me, this the where I couldpay. So I would break my knee, my face, my head for him, just to win the game! He took care of me like a son. And I couldn't believe it. Because when racism were at a peak, Arsène taught me that a black man and a white man can live together.	Weah [Wenger]	direct quotation	commenting his relationship with Arsène Wenger, who used to be his manager when first leaving Liberia and arriving in Monaco.	Reportage	NN	Exclusive: African hero George Weah	FIFATV	English	2016	https://www.fifa.com/videos/exclusive-african-hero-george-weah-2754141	Video
{397}	xiii: We are as likely to take our leadership lessons from Michael Jordan as George Bush, from Roy Keane as Bertie Aherne, from David Beckham as Tony Blair. (...) Little wonder that politicians fall over themselves to associate with sporting leaders. They want to be touched with the same aura of popular appeal and success. => Maradona/Chavez, France 1998/Chirac, Germany 2010/Merkel, Jordan/Obama, Pelé-Maradona-Ronaldo/Putin		authors' comment	Sport as an integrity arena for leadership - as compared to politics	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text

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{398}	p. xiv: Our argument is that Eriksson's approach to leadership is important because it brilliantly exemplifies a new approach to leadership which defies conventional and historical stereotypes of how leaders think and behave. Eriksson is a not a tub-thumping bellow of orders. He is no dictator. Instead, he is a modern leadership archetype, a leader we can all learn from. Eriksson is not alone – simply better known. His approach is typical of a distinctively Scandinavian approach to management and leadership. In Leadership the Sven-Göran Eriksson Way we explore the broader practice of this mature form of leadership in companies as diverse as Nokia, Ericsson, IKEA, and Absolut and in leaders such as Jan Carlzon of SAS and Jorma Ollila of Nokia.	[Eriksson]	authors' comment	Sport as an integrated arena for leadership - as compared to politics	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text
{399}	p. 16: He [Eriksson] is the typical Swedish leader (...) We have looked at the enormously decentralised multinational firms. They are empowerers. Swedish leadership is about consensus. It is about harmony. They hate conflict. It would be interesting to find out why the Swedish style seems to gel with English football which is full of aggression and a sense of fair play. English football is very opportunistic, big jumps to the goal and hit it.	Trompenaars [Eriksson]	direct quotation	Quoted interview by the authors	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text
{400}	p. 32: Three key attributes emerge from an analysis of Eriksson's leadership style – situation sensing (being aware of the situation and adapting accordingly), authenticity (being true to himself) and identifying with the team (seeing the world through their	[Eriksson]	authors' comment	Outcome of subject analysis by the authors	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team	Capstone	English	2004		Text

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	eyes).						into winners					
{401}	p. 32: The players report that he seems to be floating around the edges. Tord Grip, Brian Kidd, Sammy Lee and others do most of the day-to-day coaching work. Eriksson spends most of his time observing – creating the ambience, and looking for the right opportunity to intervene. Eriksson also refrains from speaking too much – a sure sign of a relationship-oriented leader rather than a task-oriented leader.	[Eriksson]	authors' comment	on his involvement in the "daily" business of training/coaching.	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text
{402}	p. 32-33: I prefer not to give a pep talk to the team. It is very individual how players behave. Some don't want to talk to anyone. They want to make sure their shoes are tied, they want to sit by themselves. And if you play football, you can't expect 20 players to have the same manner in the dressing room. So I prefer a very quiet dressing room. But then I go round and talk with all of them, thirty seconds, one minute, two minutes with each – remember, let the ball go wider, and so on.	Eriksson	referred quote	On his way to handle the dressing room prior to a game Reference: Interview by George Yip, 28 September 2001.	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text
{403}	p. 33: In Sven-Göran Eriksson's case, a clear weakness is language. His English is, of course, excellent but it is not perfect – and certainly he speaks it less well than he does Swedish and Italian. Given the media interest in his role, Eriksson might have tried to limit the number of press conferences he gave, he might have hid behind an interpreter, or he might have secretly invested all his spare time in sharpen-	[Eriksson]	authors' comment	On the choice to remain authentic	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text

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	ing up his English. But he chose to do none of these things. Instead he gives plenty of press conferences, and as a result his utterances often end up coming across as simplistic or stilted. 'This is who I am' he is saying, 'just like anyone else who moves to a foreign country, I struggle with the language'.											
{404}	p.33: The Chelsea coach Claudio Ranieri has taken a similar approach. Initially he used an interpreter. Soon, however, he was giving press conferences in his limited English. This played a major part in overturning initial suspicion of his appointment to replace the popular Gianluca Vialli and his often confusing tactics. When he speaks, Ranieri is playful. He delights in his use and mis-use of language. But what is clear is that he knows a great deal about the game and is very passionate about succeeding. He comes across as a fan.	[Ranieri]	authors' comment	On the choice to remain authentic	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text
{405}	p. 54: At the heart of Sven-Göran Eriksson's management style is the one-on-one relationships he builds with the members of the England squad.	[Eriksson]	authors' comment	Analysing leadership style/practices	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text
{406}	p. 54: Eriksson's one-on-one management style can be boiled down to two elements – empowering and coaching. Empowering is about delegating responsibility to the people who work for you, sharing decision making with them, and appreciating their initiative. Coaching is	[Eriksson]	authors' comment	Analysing leadership style/practices	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into win-	Capstone	English	2004		Text

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	about making everyone feel part of the team, encouraging players to cooperate, keeping them informed and taking an interest in their individual performance.						ners					
{407}	p. 56: He[Eriksson]'s not much of a tactician. He doesn't spend a long time discussing what to do. He trusts the players.	Hysén Glenn [Eriksson]	re- ferred quote	Commenting as a player under Eriksson as a manager at two different clubs (Gothenburg and Fiorentina) Reference: https://www.theguardian.com/observer/2001review/story/0,,623768,00.html	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text
{408}	p. 70: If I have a player like David Seaman – I don't know how many games he has played for Arsenal and England – of course they have an opinion, and if you don't listen you are stupid. And I have always disliked people who know everything about everything, they're boring after five minutes. So you listen, and then of course you have to decide. The formation, I decide what to do. But taking information from others is important.	Eriksson	re- ferred quote	On exploiting new sources of idea Reference: Interview by George Yip, 28 September 2001.	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text
{409}	p. 72: Eriksson has never played at a high level. He has no pretensions to being part of the team in the playing sense. Again unlike previous managers, he does not micro-manage, nor does he get too friendly with the players. He is there, but distant.	[Eriksson]	au- thors' com- ment	On the form of involvement he entertains with the team	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{410}	p. 72-73: when I got the offer, I did not really know how good or bad the team was	Eriksson	direct quotation	On one of his main activities following hiring in a foreign/unknown country (England, 2001)	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text
{411}	p.72-73: While the press immediately picked up on his lack of knowledge of England players as a liability, he turned it into an asset. He and Tord Grip toured the country, they watched countless games, and they judged for themselves who should be in the team.	[Eriksson]	authors' comment	On one of his main activities after taking the England job	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text
{412}	p. 87: I don't think I am famous for being upset, very seldom, but it happens of course. In football, as in my private life. I am rather calm. I have always been like this, all the teams I have coached.	Eriksson	referred quote	on his motivational approach Reference: Interview by George Yip, 28 September 2001.	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text
{413}	p. 87: He [Eriksson] has instilled self-belief. He does all his talking beforehand. I think he feels that's enough. He's not one to leap off the bench shouting orders.	Gerrard Steven [Eriksson]	referred quote	on how he perceives Eriksson Reference: soccer.net	eBook	Birkinshaw Julian, Crainer Stuart	Leadership the Sven-Göran Eriksson Way- How to turn your team into winners	Capstone	English	2004		Text

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{414}	p. 43: The only problem for me was the language. The whole team was Portuguese-speaking, and my Portuguese was practically non-existent. I had taken four or five lessons and I had an interpreter, a Swedish guy whose dad worked as an executive in Portugal. The guy's Portuguese was perfect, but he was not a football person. The translations were always a little off. I preferred to speak English with Toni, who had picked up on my ideas. He knew what I was talking about. We both spoke football.	Eriksson	direct quotation	Recounting first weeks and months following appointment in a foreign/unknown country (Portugal, 1982)	eBook	Eriksson Sven-Göran, Lovgren Stefan	Sven: My Story	Headline	English	2013		Text
{415}	p. 52: After two years in Portugal, I had learned to speak decent Portuguese. Now I had to start all over with a new language [Italian]. I took lessons at home. But with the team, I needed an interpreter, Vincenzo Morabito. He had worked at Volvo in Sweden and knew Swedish well, but he had the same problem as my interpreter at Benfica – he knew nothing about football.	Eriksson	direct quotation	Recounting first weeks and months following appointment in a foreign/unknown country (Italy, 1984)	eBook	Eriksson Sven-Göran, Lovgren Stefan	Sven: My Story	Headline	English	2013		Text
{416}	p. 128: I don't think I have ever seen my father truly angry. From my mother I got a slap or two as a kid, but my dad never raised his hand against me. He never yelled at me or Lasse. I have tried to treat people, whether football children or my children, the same way – with respect. That is why no one has ever seen me stand and scream on the pitch in training. I don't think I have ever even used a whistle.	Eriksson	direct quotation	Recounting his childhood and the lasting influence of his father on him	eBook	Eriksson Sven-Göran, Lovgren Stefan	Sven: My Story	Headline	English	2013		Text

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{417}	p. 206: I signed the contract on 3 June 2008 and I flew to Mexico City the same day. I was going to be introduced at a press conference the following day. It was held at the Mexican FA's headquarters and almost as many journalists were there as there had been when I was introduced as England manager. Obviously, I wanted to make a good first impression. That meant I had to speak Spanish. I didn't know Spanish, but I had bought a Spanish grammar book, and Portuguese was pretty close to Spanish, so I figured I would be able to pull it off. And I did, sort of. I had trouble understanding some of the questions, but I think I snapped up most of them. I was mixing Spanish and Portuguese, and I probably threw in some Italian, too. The people at the FA helped me translate when things got too far off track. The press liked it. My appointment had not been received with unanimous enthusiasm by the Mexican press corps, but they were nice to me at the press conference. No one asked me for the name of the left back of some Mexican team.	Eriksson	direct quotation	Recounting first weeks and months following appointment in a foreign/unknown country (Mexico, 2008)	eBook	Eriksson Sven-Göran, Lovgren Stefan	Sven: My Story	Headline	English	2013		Text
{418}	p. 206: After that I went home to Björkefors where I sat and watched DVDs of Mexican football, which Carlos [a member of his staff, a local] had given me. I was impressed with the high technical standard. The organisation did not seem as good as that in European football, but I was looking forward to working on that. Both Tord and Hasse [member of his staff] were coming with me. Tord	Eriksson	direct quotation	Recounting first weeks and months following appointment in a foreign/unknown country (Mexico, 2008), and what he and his collaborators did.	eBook	Eriksson Sven-Göran, Lovgren Stefan	Sven: My Story	Headline	English	2013		Text

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	[another member of his staff] was going to work as a scout and watch Mexican players in Europe. Hasse was going to work with me in Mexico. I also wanted a Mexican assistant and found Paco Ramírez, who had worked as an assistant manager with the national team before. I quickly came to develop the same good chemistry with him as I had with Toni at Benfica.											
{419}	p. 206: Hasse [a member of his staff] and I travelled together to Mexico City for our official unveiling. At the airport, the reporters and photographers went crazy when they spotted us. Hasse was shocked. We had to be shepherded out through a back door. After the presentation, we travelled on to the United States, where Mexican club teams went on pre-season tours. Tord joined us there. We saw as many games and players as we could. I went to Washington, while Hasse went to California. I think Tord went to Chicago.	Eriksson	direct quotation	Recounting first weeks and months following appointment in a foreign/unknown country (Mexico, 2008), and what he and his collaborators did.	eBook	Eriksson Sven-Göran, Lovgren Stefan	Sven: My Story	Headline	English	2013		Text
{420}	p. 207: In Mexico City, Hasse [a member of his staff] and I were invited to visit Bora Milutinović [a Serbian football manager], who had coached Mexico at several times. He lived in the capital with his wife. Bora gave me a book about the character of the Mexican person, which was pretty helpful. The Mexicans were an enormously proud and patriotic people. That, I had understood. They were also very polite, which was something that stood in stark contrast with the negative image of Mexico that is generally broadcast around the world.	Eriksson	direct quotation	Recounting first weeks and months following appointment in a foreign/unknown country (Mexico, 2008), and what he and his collaborators did.	eBook	Eriksson Sven-Göran, Lovgren Stefan	Sven: My Story	Headline	English	2013		Text

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{421}	p. 233: Only two months remained until the start of the tournament. Was I really going to be able to put together a team in such a short time-span? First, I needed to have a look at as many players as possible. For that, I needed help. Naturally, I brought Tord with me to my new job, but I also needed an assistant manager who could speak French, the language of the Ivory Coast. I believe it was Tord [member of his staff] who suggested Benny Lennartsson. Benny had a long managerial career in Sweden behind him, but now he lived in Paris and spoke fluent French. He would scout France, while Tord took care of Germany and Switzerland. I would handle England.	Eriksson	direct quotation	Recounting first weeks and months following appointment in a foreign/unknown country (Ivory Coast, 2010)	eBook	Eriksson Sven-Göran, Lovgren Stefan	Sven: My Story	Headline	English	2013		Text
{422}	p. 233: I was also looking for advice about players and showed him a list of thirty, which the FA had helped me put together. It was not Drogba's job to select our World Cup squad but why not seek his advice? He knew about all the players who were in contention for a spot in the squad.	Eriksson	direct quotation	Recounting first weeks and months following appointment in a foreign/unknown country (Ivory Coast, 2010)	eBook	Eriksson Sven-Göran, Lovgren Stefan	Sven: My Story	Headline	English	2013		Text
{423}	p. 233: During the month that followed, I flew around like a madman, watching games, watching players. Tord and Benny did the same. I went to Spain to look at someone there, and I asked Toni to scout a player in Portugal. It reminded me of the time when we were looking for players for Manchester City. It was hectic, but I loved it.	Eriksson	direct quotation	Recounting first weeks and months following appointment in a foreign/unknown country (Ivory Coast, 2010)	eBook	Eriksson Sven-Göran, Lovgren Stefan	Sven: My Story	Headline	English	2013		Text

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{424}	@11m18s: Allora, noi ci prepariamo tantissimo per cercar' di far bene ... per cercar di vincere le partite. E credo che sia assolutamente giusto gioire ogni ... ogni singola partita. E siamo abituati a ... a questi atteggiamenti sul pullman dopo una vittoria. Ehm ... credo che ci possa che far bene, ma la mattina dopo abbiamo già preparato questa partita, la prossima partita - perché è quella più importante. Perché è quella che ci deve vedere ancora in campo con ... con un' ottima prestazione, una prestazione da Milan. E quindi, non c'è euforia, ma c'è molta soddisfazione per la vittoria della singola partita. E poi c'è molta preparazione per la prossima partita.	Pioli	direct quotation	on the attitude he and his squad adopt following a series of win and if euphoria may jeopardise the winning string	Press conference	NN	Pioli: "Siamo giovani e vogliamo crescere. Ibra sta recuperando. Leao domani ci sarà"	EsteNews	Czech/ Italian	2020 [2020-12-09]	https://www.youtube.com/watch?v=jeDGsWEo2T4	Video
{425}	@11m40s: Mi ha aiutato il fatto che, dopo nove anni all'estero, ritornare in Italia è per certi versi è stato molto piacevole ,ed è molto piacevole, perché all'estero ci sono problematiche di varie natura. Per un allenatore la problematica più grande è di vivere all'estero è il linguaggio. Cioè parlare, diciamo, a un gruppo di persone -calciatori in questo caso- con una lingua che non è tua. Si può parlare da un punto di vista tecnico ma non riesce ... non si riesce a trasmettere le emozioni. Allora tante volte, diciamo, la trasmissione dell'emozione verso un gruppo di persone è molto più importante che una trasmissione tecnica, lineare e pulita. E l'emozione si può trasmettere solo con la lingua. Quindi, se da un certo punto di vista ritornare in Italia mi ha avvantaggiato da un punto di vista del linguaggio ... diciamo	Anceletti	direct quotation	On returning to work in his native Italy, and comparing with previous assignments abroad	Conference	NN	Luis Sport Talk 4.0: Carlo Ancelotti	Associazione Sportiva Luis	Italian	2019 [2020-04-28]	https://www.facebook.com/sport-luis/videos/2374209016133953/	Video

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	mo di avere un dialogo molto più diretto con le persone con le quali lavoro, dall'altra parte vedi delle cose che all'estero oramai sono passate, al livello ambientale all'estero è avanti ... molto più avanti rispetto a noi.											
{426}	@26m08s: Mah ... è difficile dirlo! Ogni campionato ha le sue caratteristiche. C'è la tendenza... in Spagna al pari al gioco con la palla, al possesso. In Italia, c'è la prevalenza, diciamo, a un gioco ... ad un tatticismo. L'Inghilterra ha molto ritmo, come la Germania, come la Francia. Ogni campionato ha le sue caratteristiche. Anche se già, diciamo, il calcio si sta un po' globalizzando. Difficile dire oggi "il calcio all'italiana", "il calcio all'inglese", "il calcio tedesco", ... Ora c'è una globalizzazione. C'è, diciamo, la tendenza ehm ... a costruire, diciamo ... non c'è più ...non è più tanto riconoscibile il calcio propriamente difensivo. Anche le squadre che, per dire ... cosiddette "piccole" danno sempre l'idea di cercare di creare qualcosa, di fare qualcosa. Diciamo, che sta diventando un calcio meno specialistico, e un po' più ... un po' più globale. È come i ruoli: Una volta i ruoli erano molto ben definiti: il portiere doveva parare, il difensore doveva marcare, il centrocampista marcare anche ... costruire, l'attaccante doveva far gol. Ora, l'attaccante	Ancelotti	direct quotation	comparing the leagues and style of football in the different countries in which he worked, and how the game has changed and how it may look like in the future	Conference	NN	Luiss Sport Talk 4.0: Carlo Ancelotti	Associazione Sportiva Luiss	Italian	2019 [2020-04-28]	https://www.face-book.com/sport-luiss/videos/2374209016133953/	Video

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	deve difendere, anche; il portiere: se para ... ma è importante che gioca bene coi piedi, poi se para ancora meglio; il difensore: se non se non passa la metà campo, non è un difensore. Insomma c'è stato tutto un po globalizzando. E no non penso ... non penso che è un bene. Credo che il futuro del calcio sarà, diciamo, ritornare un po indietro.											
{427}	@52m47s: È cambiato parecchio perché ... come detto, lavorare in una squadra ... quando ho iniziato io alla Reggiana nel 95, avevo 16 giocatori un medico, due fisioterapisti, diciamo che eravamo 22-25 persone. Adesso un gruppo squadra sono 50 persone: cioè 25 giocatori, cioè sette persone dello staff, cioè i tre dottori, cioè i cinque fisioterapisti ... E credo che per ... diciamo, una persona al quale viene domandata ... una parola brutta: di "comandare" ... di guidare ... di guidare -comandare non mi piace- guidare questo gruppo, è chiaro che le problematiche aumentano. Allora, io non è che ho studiato ... non ho fatto un MBA di leadership e allora (laughs) vado avanti per quelle che sono le mie conoscenze. E le mie conoscenze sono che, alla base c'è il rapporto con le persone. Non c'è rapporto con il calciatore, col medico, col fisioterapista: c'è il rapporto con	Ancelotti	direct quota- tion	On the changes to managing a team, and his approach to lead- ership	Con- fer- ence	NN	Luiss Sport Talk 4.0: Carlo Ancelotti	Associa- zione Sportiva Luiss	Italian	2019 [2020-04- 28]	https://www.facebook.com/sport-luiss/videos/2374209016133953/	Video

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	la persona che fa il calciatore, con una persona che fa il medico, con ... io, che non sono un allenatore: io faccio l'allenatore! E, diciamo che ... e mi piace avere un rapporto di pari livello. Nel senso che mi piace comunicare, mi piace anche ascoltare. Tantissimi ... tantissimi giocatori mi hanno dato delle idee straordinarie su come giocare, no. Quindi nel momento in cui tu ti metti sul par(i livello) ... attenzione, pari livello non significa che voglio stare sopra, ma neanche che voglio stare un centimetro sotto: voglio stare allo stesso livello che sia Cristiano Ronaldo, che sia l'ultimo dei magazzinieri. E credo che è fondamentale in un gruppo di lavoro che tutti siano coinvolti. E per coinvolgere il più possibile le persone devi avere la capacità e la forza di delegare, secondo me.											
{428}	@55m38s: La maniera di allenare non cambia. Io credo che un allenatore ... allenatore, sia che alleni il Real Madrid, sia che alleni una squadra in terza divisione: La maniera di allenare è sempre, com' ho detto, il lavoro è sempre quello: che devi relazionare con delle persone, devi preparare, devi avere una tua metodologia di lavoro, devi cercare di motivare tutti quelli che lavorano con te. Non cambia. Quello che cambia è il contorno. E quindi, il contorno è riferito, diciamo, agli obiettivi del club, eh ... alla pressione che c'è sopra questo club. Diciamo, a livello di pressione, il Real Madrid il numero uno con distacco.	Ancelotti	direct quota- tion	How he adapted his management and leadership to the different teams over time, and across the countries	Con- fer- ence	NN	Luiss Sport Talk 4.0: Carlo Ancelotti	Associa- zione Sportiva Luiss	Italian	2019 [2020-04- 28]	https://www.facebook.com/sporluiss/videos/2374209016133953/	Video

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{429}	@00m51s: When I was a very young boy, I always wanted to go out of my village. I lived in a very small village and I quickly noticed that when I went there, some ... to Germany, for example, people spoke a language that I didn't understand. And I tried to think, "OK, I have to learn German. "And I worked very hard at school in my German. And I became quite good. After when I was a bit older, I was very passionate about football. I thought I have ... I don't imagine that I will spend my life in my village ... and how could I get out there, and know more about football? 'cause England invented football, and I thought I had to learn English. And so I decided to learn English. But I never imagined that one day I would coach in England, of course. But shows you how much, when you catch opportunities, when you are very young boy, it can after decide you love. When I learnt English, I never imagined that I would one day manage Arsenal Football Club. But just to try to learn, it changed, of course, completely my life.	Wenger	direct quotation	Recounting his youth and how he had learnt English	Interview/Conference	NN	Arsene Wenger on Languages	Mehdi Muntazir	English	2011 [2019-12-27]	https://www.youtube.com/watch?v=aSWnNRrtfw0	Video
{430}	@04m11s: We provide teachers for the players who come in, of course, that ... who don't speak English at all. And some players ... for some, it's easier to learn than for some others. Some learn very quickly, 5-6 months. Some, after 2-3 years, they still don't speak. But most of them try really hard to learn. As you said, you have the press conferences, you have questions for the newspapers. And you have to ... it's a bit tricky and it's	Wenger	direct quotation	What his club [Arsenal FC] does to support incoming players	Interview/Conference	NN	Arsene Wenger on Languages	Mehdi Muntazir	English	2011 [2019-12-27]	https://www.youtube.com/watch?v=aSWnNRrtfw0	Video

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	very important that you know what you talk about. And most of them learn and try very well.											

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{431}	@05m01s: First, I had some English papers when I was coach in France: Glenn Hoddle, Mark Hateley, who helped me to improve a little bit my English. After when I went to Japan - and at the start, of course, I couldn't coach in Japanese at all - and I decided to coach in English. They gave me an English translator. And we started to lea ... to lose the first 5-6 games. And one day the chair - that shows you what lang... language means!: One day, the Chairman said "please, can you come and meet me", I thought "OK, no problem." And I expected the sack, 'cause to lose 5-6 games in the club is usually ... means bye bye. And I went in there and the Chairman told me "I've taken a very big decision." I said "yes, I understand." And he said "I will sack the translator." I said "thank you very much, but it's not his faults I lose the games." And finally, I could save the translator and we won a few games after, and we both stayed at the club. It just shows you, at the start, when you were in the foreign country of course, you have to learn the culture ... the local culture. But as well, communication, in our job because you transmit what you know, your knowledge becomes very very important. And then I started, of course, to have a Japanese teacher. And it's not only that you speak well the language. But I ... I felt when you get deeply into a language, you know more about the culture, and you understand better people. With the language, the way the sentences are built has a very big influence on the	Wenger	direct quotation	recounting how he learnt English	Inter- view/C onference	NN	Arsene Wenger on Languages	Mehdi Muntazir	English	2011 [2019-12- 27]	https://www.youtube.com/watch?v=aSWnNRrtfw0	Video

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	<p>way people behave. And you penetrate much more the the way people think, the way people behave. And I felt every time when I was in a foreign country and I started to learn the language: I didn't speak perfectly the language, but I had always the feeling that I understood them more. For example, in Japan ... in Japanese, you say, for example, if "I drink water", in Japanese you say "I water drink. The verb is or is at the end. So people never switch off. They always listen to you until the end of the sentence. For example, you tell me now ... you say something to me, and if "I said I don't agree with you because ...", you already switch off because you think I don't agree with you: you prepare something else to come back to me. But in Japanese, they say "nanananana ... don't agree." -"Oh!" But ... you have to listen until the end of thea sentence to really understand what they want. And ... it's a completely different way of behaviour, of thinking. And when you come from Europe, sometimes it's very different. But the language explains a lot, the behaviour of people.</p>											

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{432}	@08m44s: What is great in sport is that as a word, people cannot speak together, can play together because you use basically your body and the way you understand the game to communicate. And you have a ... can share exactly the same vision of the game. A Russian and an American and a Japanese can play together, have a fantastic time together without talking together. And that's where football sometimes is obstacle ... is an obstacle to improve the communication because the players feel they can anyway play together, they don't need to communicate. And we have to push them really to learn very well English. Because they feel sometimes have to play together is enough. And we have to work on the communication inside the team when you have many people from different countries, because ... high communication in a group means high dynamic. The first thing that dies, when the team's dynamic goes down, is the communication. Create little clans right ... left ... everywhere you know, and the communication goes. That means the team dynamic goes as well.	Wenger	direct quotation	The place of sport in human interaction, and inherent issues within a group	Interview/Conference	NN	Arsene Wenger on Languages	Mehdi Muntazir	English	2011 [2019-12-27]	https://www.youtube.com/watch?v=aSWnNRrtfw0	Video

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{433}	@10m07s: When you travel, and I love to travel, and I feel ... I am one of the first generation was not at war, and I feel that's ... we have all been lucky now we know ... we don't know anymore. But to what I feel in Europe, it's very important that children travel, go to different countries and then ... and learn basically, there are nice people everywhere. And that you get over hate. And ... I've been educated the post-war and near the German border. And it's ... it was all about hate with German people, you know. And very quickly, I understood when I crossed the border that the people are exactly the same: They try to live well. And ... language can help to get over that because, all over the world, you travel (to) one club: "what is your biggest rival?" ... the club just ... that lives next, lives next to you. In Japan, in England, in Germany, the biggest derbies are people who live next to each other. And with the countries it's exactly the same!	Wenger	direct quotation	Recounting his own experience outside his native region	Interview/Conference	NN	Arsene Wenger on Languages	Mehdi Muntazir	English	2011 [2019-12-27]	https://www.youtube.com/watch?v=aSWnNRrtfw0	Video
{434}	@00m10s: The value ... first, it opens a lot of possibilities for you individually because I'm here now managing an English club, if I had not learnt English, but that would not be possible. So, first of all, it opens immense potentialities for you. Secondly, it helps the world ... the world to develop in mutual respect, in understanding of each other, in understanding that not only in your country, you had the right way to do things. And to open the mind of people is, for me, certainly the most promising aspect of it as well, because ... just an example at the Euro-	Wenger	direct quotation	Asked about the value of learning languages	Interview	NN	Wenger on Languages 2008	singharsenal	English	2011 [2020-07-13]	https://www.youtube.com/watch?v=EzZENzIJSpC	Video

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	pean Championship in 2008 Switzerland-Austria, was a lot of respect because all the people these people play in the same clubs, they know each other, they respect each other, they learn to know each other. And language favours is that: to understand people from a different background. And that is fantastic for peace in the world.											
{435}	@01m26s: Well, we have a social responsibility and ... to develop understanding ... and, you know, you never ... if you learn a language, for example, from another country, you never hate this country. And ... and that tells you a lot about stupid wars or stupid fightings. Because you have to get in the way of thinking of the country, and the way of understanding other people. And I feel if we just fulfill that responsibility, that social responsibility, we have done very well.	Wenger	direct quotation	On the social influence and responsibility of a football club may have	Interview	NN	Wenger on Languages 2008	singharsenal	English	2011 [2020-07-13]	https://www.youtube.com/watch?v=EzZENzIJSpC	Video
{436}	@09m34s: It's not just football, but it's ... I'm ... now Never spoke about it. I don't know exactly how Arsène's Wenger ... how Arsène's day was (laughs) started pretty early ... ended pretty late ... is this kind of guy who was involved probably in everything. I am in ... I am educated in Germany where the job is ... is different. Obviously, I had this job, I would say at Mainz, came then to ... to Dortmund, and there were a sport director, proper involved CEO with Aki Watzke, stuff like this. So those was 3 people, who decided pretty much everything.	Klopp	direct quotation	Asked about how his job and tasks/responsibilities compare to that of Arsène Wenger's at Arsenal FC, where the latter stayed 23 years and the was the manager of more than the team, by being involved in all club policies such as building a new stadium	Group interview	Saadon Al Kuwari Mohammed	Klopp vs Wenger - The interview	beIN SPORTS Asia	English	2020 [2020-03-27]	https://www.youtube.com/watch?v=rWD-ZgHih1U	Video

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	And then coming to Liverpool: Mike Gordon, Michael Edwards, (unintelligible) like 3 people in the football business. But I'm often ... and I work long, and I like it. But my main focus is, of course, the football around the things, I'm involved in everything, but not don't make always the final decision. So but it's just it's a different job in England to Germany. That's true. But I have been I'm for sure I'm influenced from the German way. I just I was there for 15-16 years. That's normal.											
{437}	@10m38s: Well, I believe that the job has changed as well in England. Today, you have very few managers who make the transfer negotiations. Why? Because in his position now just you have a team around the team. You have to manage two teams basically now, with the number of scientists ... the number of people around the team has increased a lot. And so, the media work has become much bigger than when I arrived in England. So in the end, I thought have not enough time during the day to do my job. And I had less time dedicated to football when I would love to, you know. And I felt all the other things were too big to continue to have my full focus on what is really important on the pitch, because at the end of the day, that is the most important and which was like the most.	Wenger	direct quotation	Comparing the nature of the current nature of the job to what he used to do (1996-2018)	Group inter- view	Saadon Al Kuwari Mo- ham- med	Klopp vs Wenger - The inter- view	beIN SPORTS Asia	English	2020 [2020-03- 27]	https://www.youtube.com/watch?v=rWD-ZgHih1U	Video

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{438}	@13m52s: Yes, this club, this wonderful club, it's part of the history, but as ... as much as we have nothing to do with the 40 years before - we have ... they were dominant like crazy, that was not our time as well. So we used the good things that the power of this club, which is incredible: it's wherever we go, our supporters are already there. And when we are at home, we have this really special ... European nights are special, but I cannot explain it why? But it's unbelievable. And using all these things, using the financial power we have ... we are not ... we have not the most money in the league, but we have enough to ... to make smart decisions. That's what we try. So that's the situation. We don't think about the pressure. We just think ... see this club and the constellation we are in as an opportunity.	Klop	direct quotation		Group interview	Saadon Al Kuwari Mohammed	Klopp vs Wenger - The interview	beIN SPORTS Asia	English	2020 [2020-03-27]	https://www.youtube.com/watch?v=rWD-ZgHih1U	Video
{439}	@22m11s: Of course! Look, a lot ... there are some rules we have. If you ... You have to be ... uh ... you have to show respect to the team. In a moment when you show me you think you are more important than the team, we have anyway a problem. Can I solve short it in a short time? I'm not sure, but we can solve it in the long term. So then you're not part of the team anymore, because that makes no sense. I want you self-confident. I want you self-aware that you really feel it ... that's where football really important that you express yourself on a pitch. And sometimes you have to be selfish. No problem! Especially strikers. Go for it! Try to score! That's completely fine.	Klopp	direct quotation	If there are situations or issues happening within the club that are kept away from the media	Group interview	Saadon Al Kuwari Mohammed	Klopp vs Wenger - The interview	beIN SPORTS Asia	English	2020 [2020-03-27]	https://www.youtube.com/watch?v=rWD-ZgHih1U	Video

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	But in a moment, when you misunderstand a situation, that you are more important than the team, you have to ... That's ... You still can help the team now, but in the long term, the team will have more problems because of that. So these are kind of things everybody knows who ... in our team. Everybody knows when ... when it works together with me. We have a lot of talks before we work together on all that stuff. So that's all clear. You have to be self-confident. But in the moment when you get too much done, you have a problem.											
{440}	<p>@24m05s: - Wenger: It's part ... it's basically part ... based on management of people, and that is basically based on communication and honesty. As he [Klopp] says, you cannot keep the 11 people who start happy. The others are less happy, and sometimes not happy at all. But they have to think that you're honest, you know. That you make a decision by thinking this is the deal and ...</p> <p>- Saadon Al Kuwari: So you have to communicate this ...</p> <p>- Wenger: You have to gain that ... that they feel. I'm ... I'm not agreeing with his decision, but I know that's what he really thinks. So that ... so that ... that is absolutely right.</p> <p>- Klopp: They have to know what they can expect from you. So that's important. If you tell something, you have to do it. If you say to somebody "you don't play today, but you play next week" ... whatever, for whatever reason, he has to play. Then it doesn't matter. If he's not playing then ...</p>	Wenger/ Klopp	direct quotation	How issues are sorted out internally	Group interview	Saadon Al Kuwari Mohammed	Klopp vs Wenger - The interview	beIN SPORTS Asia	English	2020 [2020-03-27]	https://www.youtube.com/watch?v=rWD-ZgHlh1U	Video

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	then you have a problem. Because it's not only with the player but all the others. It's not ... in our job, you have to lead a group and you have to be strict, very strict in moments because ... very young boys, young adults not always that straight (making gestures showing forwards) hmmm ... you have to restrict but (unintelligible) it's not allowed to lose the dressing room. So, that's that's a balance we have to fight. And it's like a father with his kids: You cannot do exactly what they want because you have to tell them left or right. But at the end, you always want to have a good relationship with them. So for the rest of your life, and that's how it is with the football team as well. So it's not that complicated, but it's not always easy.											
{441}	p. ix: As a young boy growing up on a farm in the north of Italy, did I ever imagine myself becoming a leader in a multimillion-pound global industry? Of course not. All I wanted to do was play football. Now, when I look back, I can see that we were poor but happy and my family taught me the beginnings of many of the lessons you will read about over the course of this book. Things like respect and loyalty, the value of money and hard work, the importance of family – these seeds were planted early for me, and they grew and flowered when I was privileged to embark on a career first as a professional football player and then	Ancelotti	direct quotation	Introducing himself and a book he co-authored on leadership	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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	as a manager.											
{442}	p. ix: By extension, these lessons can be taken into other professions; there are similarities between leaders in all fields, be it in football or business, and I am a big believer in importing knowledge from other areas, just as I have exported my own expertise to Paris, London, Madrid and now Munich. We should never cease to learn.	Anelotti										
{443}	p. x: A 'quiet' approach to leadership might sound soft or perhaps even weak to some, but that is not what it means me, and it is definitely not what it means to anyone who has ever played with me or for me. The kind of quiet I am talking about is a strength. There is power and authority in being calm and measured, in building trust and making decisions coolly, in using influence and persuasion and in being professional in your approach. When you watch Vito Corleone in The Godfather, do you see a weak, quiet man or do you see a calm, powerful man in charge of his situation? My approach is born of the idea that a leader should not need to rant or rave or rule with an iron fist, but rather that their power should be implicit. It should be crystal clear who is in charge, and their authority must	Anelotti	direct quotation	How he views his style of leadership	Printed book	Anelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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	result from respect and trust rather than fear. I believe that I have earned the respect I am shown, partly through a successful career delivering trophies for my clubs, but perhaps more importantly because of the fact that I respect those I work with. These people trust me to do the right thing, just as I trust them with their roles in the organization.											
{444}	p. xii: The thousands in the stadiums, the millions watching at home – they're not paying to see me, or Pep Guardiola or Sir Alex Ferguson on the sidelines; they want to see the players, the magic they can conjure up. Working with these athletes, taking care of them and helping them develop and grow, building trust and loyalty, sharing our successes and bouncing back together from disappointment, this is the heart of my job for me. This is why I get up for work every day with a smile on my face.	Anelotti	direct quotation		Printed book	Anelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{445}	p. 9: Today, I've seen enough to know that you must never think that being a player is enough to be a manager. It enables you to have a relationship with the players and to understand what they need, but the other aspects of management have to be studied and learned.	Anelotti	direct quotation		Printed book	Anelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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{446}	p. 10: The problem is that when you become a manager after finishing a playing career so recently, you think that you know everything. In reality you know nothing. Firstly, there is a difficult and important thing to get right – to have a good relationship with the players but also be the boss at the same time. It is not impossible to do and it is strange that many people think the manager cannot have a strong, positive relationship with the players while still maintaining his authority.		direct quotation		Printed book	Ance-lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{447}	p. 51: (...) he [Ancelotti]'s very humble, which is not so normal in the football business. He treats everybody as an equal. He never dismisses someone just because they are not at his level; he will always listen.	Cristiano Ronaldo [Ancelotti]	direct quotation		Printed book	Ance-lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{448}	p. 53: His ability to regain calmness very quickly is important. He knows how to talk to people and to deal with the bad moments. Even if you had lost a match the day before, he would say, 'Come on, guys, everything's going to be OK. We haven't lost anything yet – we just lost a game.' He was like that with us and with the staff too, which made the environment here at Madrid spectacular. For me, the atmosphere with Carlo was one of his most brilliant achievements.	Cristiano Ronaldo [Ancelotti]	direct quotation		Printed book	Ance-lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{449}	p. 57: Where Carlo and Ferguson were very family oriented, José Mourinho was a little bit different, more distant. Carlo was closer to us and took more care of the players. What all three of these managers have in common, though, is their	Cristiano Ronaldo [Ancelotti]	direct quotation		Printed book	Ance-lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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	huge knowledge of the game. The three of them are very smart and they are all winners, it's as simple as that. Even with all that knowledge, the key for them is the relationships they build.											
{450}	p.92: He was always well informed about opponents, going through their every weakness and every quality and then the way he wanted the game to be. If he wanted to kill the game, he'd kill the game; if he wanted the game to be open, it would be open.	Ibrahimovic Zlatan [Mourinho]	direct quotation		Printed book	Ance-lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{451}	p. 93: When you have a person who is comfortable within these kind of limits, you would do everything for him. The confidence he gives you and the confidence he gets in return – you would kill for him. In football, to take orders from the general you have to believe in him.	Ibrahimovic Zlatan [Ance-lotti]	direct quotation	describing the effect of relationship building between coach and athletes	Printed book	Ance-lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{452}	p. 94: Carlo would say to the team, 'We conceded a goal – what happened there?' The big players would say, 'My fault.' Then it's done. He does it this way because it gives the responsibility to the big players. He needs to trust them.	Ibrahimovic Zlatan [Ance-lotti]	direct quotation	what usually happens after a loss	Printed book	Ance-lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{453}	p. 95: He helped me to mature both as a player and as a man. At the beginning I was like a lion, on and off the pitch. I would throw things when we were losing. Paris Saint-Germain was too relaxed for me, but Carlo used this. If the game had gone maybe ten minutes with nothing happening, he would call to me on the pitch, 'Ibra – time to wake up the team.'	Ibrahimovic Zlatan [Ance-lotti]	direct quotation		Printed book	Ance-lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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{454}	p. 100: People ask how I dealt with Silvio Berlusconi at Milan, Roman Abramovich at Chelsea, Florentino Pérez at Real Madrid or Nasser Al-Khelaifi at Paris Saint-Germain. I'll tell you: For me, it's not so important. I don't spend a lot of time with the president. Mostly I spend time with the general director and it is he who spends time with the president. Basically, we do the same jobs but at different levels. He tries to protect me from what my friend Alessandro Nesta calls the 'presidential noise' and in turn I try to protect the players from anything from above that might distract them. I can't control the direction of the president; I can only hope to influence him, and the best way to do that is by winning. Of course, I understand that if he is happy, I am happy, and if he's not happy, then I do not have a job and I cannot protect the players.	Ancelotti	direct quotation	about managing up	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{455}	p. 101: Ultimately, you could say my role at any club is to keep the president happy. How do I do that? I do not go to the president, but I have to be ready to answer any questions that he asks me when he comes to me.	Ancelotti	direct quotation	about managing up	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{456}	p. 102: So, the general director is the conduit between the president and me, passing on my messages to the president and vice versa. Naturally, it is very important for me to have a good relationship with the general director, as we spend a lot of time together and he can influence how the president sees me. Another useful function of the general director is to act	Ancelotti	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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	as a buffer between the president and me. When either of us might become angry or annoyed, it is the general director who can act as peacemaker.											
{457}	p. 102-103: At Chelsea it was difficult at first because the chief executive, Peter Kenyon, left shortly after I arrived. In that first year it was the sporting director, Frank Arnesen, who played this role. (...) There was no conduit, no buffer, so the conversations with him became unpredictable and I wasn't always prepared for them.	Ancelotti	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{458}	p. 103-104: It's important that the manager sometimes doesn't speak about certain things and isn't responsible for every detail. With the players, for example, it is not the best idea for the manager to always be the one to speak with them about disciplinary matters.	Ancelotti	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{459}	p. 105: Methods in football can look bad to those not embedded in the game itself – even to presidents and general directors. When you lose a game and then you have a day off afterwards, many people ask, 'What are you doing?' Their reaction is to get the players in and push them after a bad result, but this is wrong. The reverse is true. When you lose, of course you have to analyse what went wrong and how to address it next time, but you have to put that game behind you. You have to try to forget the defeat as soon as possible so you're	Ancelotti	direct quotation	about managing up	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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	in the right frame of mind for the next game.											
{460}	p. 106: When I talk of players being comfortable, I do not mean in their playing – I mean in their minds. They must understand that I am always trying to make them and the team better. The comfort is in the trust built by the relationship. In the end, everyone has to respect the rules and that enables a friendly relationship to exist, even if my decision is that the player has to go on the bench.	Ancelotti	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{461}	p. 108: My way, as in all things, is to be constantly building relationships, to have a working understanding with the conduit to the president, the general director, and to have the confidence of the players. I invest heavily in building relationships around the club, while being pragmatic about knowing where the ultimate power lies. If the president believes he is being 'managed', then I have failed in that relationship.	Ancelotti	direct quotation	about managing up	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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{462}	p. 124-125: My role in recruitment is not a normal one for a business, but it is how it is done at a football club, particularly in mainland Europe. The negotiations are usually the responsibility of the general manager, though often a player will want to speak with the new manager before deciding whether to join the team. Sometimes these little personal touches can make all the difference in swaying an undecided player. I have spoken with almost every new player who has signed with my team prior to them making their decision, at the behest sometimes of the club, sometimes of the player's agent and sometimes of the player himself. The special players have to satisfy themselves that the move is right for them. One example is David Beckham. He is smart enough to know that, with his profile, it could be that he is being pressed on to a manager for reasons other than football. So, he contacted me directly and asked if I wanted him to come to Milan. I told him, 'Yes.' Only then did we discuss how and when he might play. As it happened, he	Ancelotti	direct quotation	on involvement in recruitment process	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{463}	p. 127: Paris was different. At Real Madrid my eyes were open as to how long my stay would be, but at Paris Saint-Germain I thought I was going to be involved in a long-term project, so I wanted to know more about the academy and the recruitment policies, about everything involved in producing players for the team both at the time and in the future. I was	Ancelotti	direct quotation	another type of involvement in recruitment process	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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	trying to build the culture there and wanted to be fully involved in making sure the players coming in would fit that culture.											
{464}	p. 129: The job of the manager is to integrate the players who have been recruited into the fabric of the team, which is called 'onboarding' in some circles. It is up to me to communicate to the players what their behaviour should be like outside the club, what is expected of them. Things like eating sensibly, drinking responsibly and living a normal life, by which I mean integrating as quickly as possible into a new culture. This is professionalism and this is what I expect of my players. To return to the issue of culture and language, I can't understand a player who comes to a country and, in two years, is not able to speak the language. Six months should be the maximum. If an old guy like me can do it then so can the players. I think it should be part of their contract, because if it doesn't happen, it usually has a negative effect on his performance. Why would you not want to learn the language? It is unprofessional not to.	Ancelotti	direct quotation	on what he does and what he expects for onboarding	Printed book	Ance- lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Original format
{465}	<p>p. 129-130: Onboarding is handled differently depending on the club. Some clubs have serious infrastructure to handle the process as smoothly as possible. They employ people to help the players find houses, schools – anything the family needs to settle into their new environment. It makes sense for the club to do this: a happy and settled player off the pitch is more likely to be able to concentrate on playing. The players' agents are also usually heavily involved in helping them settle.</p> <p>As part of the onboarding process, the club usually gives each player help with the language, and every single day he has a relationship with his teammates, in which he can listen, learn and practise. This is key: ultimately, the player has to want to learn.</p>	Ancelotti	direct quotation	onboarding and clubs' structure	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{466}	p. 130-131: How do you keep developing players such as Ronaldo, who are already at the top? It is easy. These players are so professional that they tell you where they need developing or they are happy to discuss where you think they might improve. These will never be technical improvements, but always to do with game management or analytics or physical information. With young players it is a little bit different. For the young players you have to do some specific work to improve their limits, to improve their understanding of the game and their role within different systems, and also some technical work in areas where they might be deficient. So, with the eighteenyear- old Ronaldo who signed for Manchester United, it was important that he understood the team dynamics, and within the United system his crossing and decision-making needed work. Sir Alex and his coaches at Manchester would only have been concerned with his technique where it was applied towards the needs of the team. By the time he was at Madrid, it had become a case of working out how we could best get the team to extract the most value from his talent. So, the development needs gradually change as the player grows.	Ancelotti	direct quotation	on developing talents	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{467}	p. 141: Your job is not to motivate the talent - they should find this within themselves - your job is not to demotivate them.	Ancelotti	direct quotation	on handling talents	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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{468}	p. 150: When I arrived at Chelsea I thought that settling into a new environment, away from the comfort of my home country, would be my biggest challenge. Admittedly, all the organization was in place to help me assimilate, but would the dressing room present a different challenge? Although there were many foreign players at the club, there was also a very strong English presence there who formed the core of the club and would need to be on board if I was to be a success. As it turned out, this actually made my job easier than it might have been. I found excellent English players there – John Terry, Frank Lampard, Ashley Cole. They were professional in training and on the pitch, with the right attitude and great intensity, and this all made for a pleasant surprise. When you add in players like Petr Cech, Didier Drogba and Michael Ballack, you have a central group of clear leaders – different styles of leadership, but all strong characters – and a great example for the others. I set about creating relationships with each of these players separately.	Ancelotti	direct quotation	leadership in the squad	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Original format
{469}	p. 152-153: Of course, where there are so many strong people there are always going to be clashes, and these must be dealt with quickly. One time at Chelsea there was a fight between Michael Ballack and Joe Cole after Ballack was really strong in the tackle with Cole during training. He made contact and Joe reacted – they started to front up. In football sometimes you make contact, the other guy gets angry and reacts and the whole thing escalates over silly things. When there is a fight it is usually because one or both players are a little bit hot and overreact – it's rarely a big deal. Before I intervene in such matters, I wait to see if they will work it out between themselves. If that doesn't happen then I send them to the dressing room. Sometimes, if it's really bad, I will follow them into the dressing room after a short while to make sure they haven't taken things too far, but usually by the time I get there it is already solved and I walk away. If not, I will speak with them together and then individually, and maybe the day after, when the argument has been settled, I will reinforce this with the group: 'Yesterday there was a fight. Let's not let it happen again because we are teammates and we need to be together if we're going to achieve anything.' With Cole and Ballack, I spoke with them together, they shook hands and it was done.	Ancelotti	direct quotation	handling conflicts	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{470}	p. 25: I was taken to Holland, with Bruno [a member of his staff], for an intense week-long course in English, solid days from eight in the morning until eight in the evening. If the language had been an issue the last time, I was determined that it would not be so this time; I like to be known as a good student so I studied hard. Soon after I started my duties, I held my first press conference at Chelsea and spoke English in front of over 200 journalists. I was nervous, of course, but very pleased.	Ancelotti	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{471}	p. 27: When we lost to Inter again in the second leg, 1–0 at home, I was challenged publicly by the media for the first time.	Ancelotti	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{472}	p. 284-285: With all the demands on my time – to deal with the players, the game, the people at the club, the media, the latest developments and the opposition – and the pressures in the game – to get results, play attractive football and keep my job – there is a lot, you might imagine, to keep me up at night. Earlier in my career it was true: I would stay awake agonizing over decisions – that's my obsessive nature again. But now I'm able to switch off well. Experience helps, of course, and it's important to have a happy home to go back to. My home life is my sanctuary, where I recharge my batteries, and this is crucial when things are not going well, such as after a bad result or even losing my job. I like to lose myself in the domestic environment. I love to cook at	Ancelotti	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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	home. You may have noticed the importance I attach to mealtime, as a social thing, for people to bond. Maybe that's being Italian.											
{473}	<p>p. 285: Football, however, is my life, my passion, my hobby, and I never really 'leave' football. As the Eagles say about Hotel California, you might be able to check out, but leaving isn't an option. Switching off is my check-out time from football, but I'll never leave.</p> <p>The only time I have any difficulty sleeping is when we lose a game, because then I start replaying every part of the game in my mind. I work out what we must do to improve, what I have to tell the players the day after. During weeks when there are no matches I have no problem at all sleeping. I like the Spanish approach, to have a short sleep after lunch – just an hour or two – when we have a game in the evening. Some of the players also sleep then, and we are only beginning to understand now just important sleep is for recovery, for strength, for the brain. We need to know more about it. Luckily for me, I'm good at it.</p>	Ancelotti	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{474}	p. 287: Carlo was the most important coach in my career because he changed my mentality.	Nesta [Ancelotti]	direct quotation	In their words ... From a player	Printed book	Ancelotti Carlo, Brady	Quiet leadership - Winning hearts,	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Original format
						Chris, Forde Mike	minds and matches					
{475}	<p>p. 279: People outside the game sometimes wonder how I go about 'managing the madness' that is football today. For me, it's normal. It's all I have known since I left home some forty years ago. I was a player for nearly twenty years and now a coach for even longer. I only know this madness.</p> <p>Of course, I see the statistics. In England the job with the highest turnover is chambermaid and the second is football coach. The League Managers Association send me their magazine every month and I'm shocked and saddened when I see that if the manager of an English club lasts more than twenty-seven months he is defined as 'long term'. In Italy, the period would be more like twenty-seven hours. I also see that less than half of football coaches in England ever get another job in football if they are sacked from their first post. They never come back into the game. I recall how close I was to getting the sack in my first job at Reggiana – after seven games, when we were bottom of the table. The only thing that saved me was my name. I was still famous for being a player and I was from the region. Today, I feel so lucky – so privileged and thankful – to be at the top of this profession, because I know that it could easily have been so different.</p>	Ancelotti	direct quotation		Printed book	Ance- lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Original format
{476}	p. 280: People say that the madness is because of the fans, but I cannot control that. In my job there are three things that I cannot control: the president, the supporters and the media. I have learned not to worry so much about these. What would be the point? I want to work on what I can control, and that is my relationship with the players. That is my only job. Admittedly, they can be mad too, but at least I am limiting the chaos.	Anelotti	direct quotation		Printed book	Anelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{477}	p. 280: Madness or not, I love my job. I respect the people that I work with and I have the respect from those that work with me. It's the perfect role. If I can't be a player any more, then this is what I want. They say that if you are in a job you love, you never work a day in your life, and it's true	Anelotti	direct quotation		Printed book	Anelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{478}	p. 280: I get so much out of working with the elite performers in the game. By that I mean the people who display the three different components of the top players: first, their own individual talent; second, the contextual talent – how they fit in, culturally; and third, their team talent – how much they contribute. The talent is not complete if a player only uses it for himself. To be a great champion, a truly great player, it's not enough just to have individual talent. Everyone might know that you are very talented, but to be fuoriclasse, as we say in Italy – out of the ordinary, a cut above – you must have it all. To watch this flourish as part of a team I'm managing – it's fantastic.	Anelotti	direct quotation		Printed book	Anelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Original format
{479}	p. 282: I am impressed by people who work to find new ideas, no matter what their field is. After visiting a cardiology convention in San Francisco, I invested in a company that is developing a new valve to help people with heart problems. It's unbelievable, what it can do. I have a friend who wants to do movie animation. The sheer amount of work they have to put in, painting thousands of images to create it, impresses me. I'm interested in how people are able to think differently. In football we do not do this enough – and I include myself in this. We need to think more laterally.	Ancelotti	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{480}	p. 277-278: Carlo doesn't want to do everything on his own, he wants to bring people with him and delegate, which is a sign of his considerable intelligence. This is why he can win wherever he goes: at AC Milan, at Chelsea, at Real Madrid – anywhere. His knowledge of global football is enormous. He has mind-boggling experience of every aspect of the game. Even as a player he was an outstanding organizer and reader of the game, full of ideas. You can't really criticize him, in either technical or human terms: if you do, you're not being fair.	Maldini [Ancelotti]	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{481}	p. 278: Before he came to Milanello, he was fairly rigid, less open to tactical innovation, but over time he grew. He evolved, and we evolved with him, because you need to give a man like that players who know enough not to take advantage of him. Underlying everything that we did was a two-way trust. Over the years there have been people who took advantage of the situation, but we were quick to make sure they understood how to behave. In particular, we explained to them that they had to respect Carletto, always, and no matter what, because of the magical football he seems to be able to conjure up, for the way he talks to his team and for the way he behaves off the field.	Maldini [Ancelotti]	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{482}	p. 181: There comes a point with decision-making, particularly in those you make day-to-day, when you need to know where you can adopt a little bit of flexibility and where you have to be strict. You have to decide where, for you personally, it is OK to be flexible. If I decide to have training at midday and the players come to me and say, 'Why don't we train at eleven? It's better for us then, because we have time to go home and have lunch with our family,' what difference does it make to me? However, once we have agreed on a time, then I have to be strict. It's easier when the players make the decisions, the rules, to hold them to these rules. Former England rugby coach Clive Woodward says the same. Get the players to agree to the rules at the outset, but then it is my job to	Ancelotti	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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	hold them to their own rules. The negotiation and flexibility come in the decision-making, but the strictness is applied once the decision has been made.											
{483}	p. 187: Listening is an often overlooked skill. Listening to what other people have to say – my staff, players, general director and those outside the game – and absorbing it, acting upon it or opening up a dialogue about it is something I very much believe is essential for those who wish to lead.	Ancelotti	direct quotation		Printed book	Ance- lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{484}	p. 189: I don't think there were any specific moments when I learned how best to respond in such situations. It comes gradually, with experience. Life teaches us about these things as we get older. This is an important idea too. As we grow and gain experience, we should never stop learning. My players, staff, family, the culture, language – there is so much around me that I can learn from, and a good leader must never stand still. In fact, we can't afford to, especially considering how quickly the football environment can change. It is vital, too, that the players see that I am also learning. Firstly, and most importantly, you have to want to learn. I actually find I learn mostly from my own team. What can I do	Ancelotti	direct quotation		Printed book	Ance- lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medi- um	Author Inter- viewer	Title	Publisher Editor Producer	Lan- guage	Publication Date [retrieved]	URL	Original format
	with my players, with our style of play? Can I change something? I will either test something out and learn in that way, or I will listen to the players and learn from their responses.											
{485}	<p>p. 195: I'm sometimes asked whether there are any non-negotiables with Carlo and it's a hard question: he builds such strong relationships with people that almost everything feels like it's negotiable. He has such a fantastic relationship with the players, built on total respect. He puts himself on the same level as them, wanting feedback from them and wanting to help them and guide them. However, one of the things he is very strong about is what he calls 'bad attitude' – being unprofessional.</p> <p>He always wanted things done to a high standard, from the way we travelled to the way we played, trained and conducted ourselves. Everything had to be done correctly and everyone had to behave correctly. Oddly enough, he wasn't as worried about how they behaved outside the club as I would have been; he was quite tolerant about that because he used to say that he had no control over it.</p>	Clement [Ance- lotti]	direct quota- tion		Printed book	Ance- lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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Nr.	Quotes/Comments	Speaker [Subject]	Type	Context	Setting Medium	Author Interviewer	Title	Publisher Editor Producer	Language	Publication Date [retrieved]	URL	Original format
{486}	p. 197: Carlo could be strong when he believed that someone had acted incorrectly. In the six years I worked with him he maintained a very controlled demeanour, and he dealt with the facts and gave solutions. He was excellent at mastering his emotions, though there was one game, when we were at Paris Saint-Germain, where he did go to a level that I'd not seen before. We were playing Evian away and we were really poor. In the dressing room after the game Carlo struck the door so hard as he entered that I was concerned about his arm, not the door, as I followed him in and the players looked up. There was a box on the floor in the middle of the room and he struck it and it hit Ibra on the head. I thought, 'Oh, no,' but to be fair to Zlatan, he just took it, with the straightest face ever. Carlo then went into a rant at the players, very strong and emotional. That was the only time in six years that I saw him like that.	Clement [Ancelotti]	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{487}	p. 198: Carlo was excellent at half-time. The dressing room can be a highly charged place then, especially if the game is close or if you're losing. He would use the period to help the players. A few times he was so angry he felt he needed to have an immediate impact. But usually he would initially move into another area to collect his thoughts.	Clement [Ancelotti]	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{488}	p. 200: Carlo was committed to shielding the players from the 'presidential noise' above him. Instead he used the staff as a sounding board – he would tell me what was going on upstairs all the time. That's why he	Clement [Ancelotti]	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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	puts such store in being able to trust you. If he can, he will be totally loyal.					Mike						
{489}	p. 200-201: Carlo's biggest strength is his ability to deal with pressure. At Derby County there are 33,000 fans at home games and you certainly feel the heat as a number one – not only from the fans, but from the media, from ownership and the pressure that you put yourself under. You feel the pressure to win, all the time. Now, Carlo was dealing with all this at the very highest level – the biggest clubs in the world where the media spotlight, the intensity and the expectation are in another stratosphere. His ability to handle it all is amazing. When you're a number two, you're helping the manager, you don't feel it in the same way because he's the one making the big decisions, he's the one who's accountable. You help him the best you can and you try to show empathy for his position.	Clement [Ance- lotti]	direct quotation		Printed book	Ance- lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{490}	p. 201: As the years went by, Carlo and I became closer and he became more confident in me and trusted me more. It was one of the reasons I enjoyed working with him so much. He made you feel involved, and that's a big thing about human nature, isn't it? You want to feel your contribution is valued. He gave that to me.	Clement [Ance- lotti]	direct quotation		Printed book	Ance- lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{491}	p. 203: Perhaps I would have stayed working at youth level if it weren't for Carlo. Only by his inspiration and motivation was I given the chance to operate at the highest level, which is what we all want to do, whatever sphere we're in.	Clement [Ance- lotti]	direct quotation		Printed book	Ance- lotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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{492}	p. 162: If somebody arrives at the club who does not behave professionally, I have to try to manage them by being totally professional myself on the training ground. I cannot allow my feelings about the player's behaviour to allow me to unduly affect my work with him. However, this is difficult. During my career the manager was always a big example; first I had my father and after that I had a manager. An extension of the family. Now, for the players, the manager is not as important a reference. He is still an example, but not like before. Now they have their own football family, their own frame of reference: their agent; the press. The manager is not as important now as he was, so the personal relationship is not so easy to establish. But day by day, you have to build a stricter relationship with the player as they begin to understand the	Ancelotti	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{493}	p. 163: Of course, I could make new, explicit rules. I have that power, in theory. I could tell the players, 'We now train at seven in the morning,' but this is not the right way. This is just to show power. It is always best to use soft power, quiet power with the players, to influence and have them follow the implicit rules because they believe in them. There are times when it is important to use both implicit and explicit rules. I hope all the players who play for me know my non-negotiables and my most important rule is to train properly – always give 100 per cent in training. You need to know this if you want to play	Ancelotti	direct quotation		Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text

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	for me. I cannot allow you just to learn from the others – this takes too long. I have to tell you, then the others will constantly reinforce. They will explain when you are crossing the line.											
{494}	p. 164-165: These non-negotiables are about behaviour, and only behaviour. They are not about mistakes on the pitch. If this behaviour is towards me, then I can respond and deal with it, but players who think they can disrespect my staff because they are not the boss – no. This is not right. I have to defend their status. This kind of thing affects the character of the team, who we are as a team, and it is not up for negotiation with me. Players know that I am the ultimate decision-maker but they need to respect the team who are assisting me. They should know that any attack on my management team is an attack on me.	Ancelotti	direct quotation									
{495}	p. 226: We've been friends since that time. He's a gentleman, but a gentleman with a purpose. He has this quiet manner about him, which allows him to really listen. People who know how to listen properly take a lot in. He's not a guy who will dominate the room, but when he does say something, it's always worth hearing.	Ferguson [Ancelotti]	direct quotation	In their words ...	Printed book	Ancelotti Carlo, Brady Chris, Forde Mike	Quiet leadership - Winning hearts, minds and matches	Portfolio Penguin	English	2016		Text
{496}	p. 161: Poi tutti insieme siamo giunti a una conclusione, anche se ci è voluto del tempo: saremmo tornati a trionfare proprio grazie a quella	Ancelotti	direct quotation		Printed book	Ancelotti Carlo, Alciato	Preferisco la coppa	BUR	Italian	2015		Text

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	batosta					Ales- sandro						

Statutory Declaration

I hereby declare on oath that I have prepared this master's thesis independently and without the use of other than the specified aids. The positions taken directly or indirectly from external sources are identified as such. The work has not yet been submitted in the same way or a similar form to another examination authority and has not yet been published.

Dornbirn, 08th January 2021



Naly Rajofera