



UEFA Diploma in Football Leadership and Management

Third edition

ACADEMY

A photograph of a man in a blue shirt and glasses, gesturing with his hands while speaking. He is standing in front of a large window. In the background, another man is seated at a table, looking towards the speaker. A green semi-transparent rectangle is overlaid on the image, containing white text.

AN ADVANCED
PROGRAMME FOR
HIGH-PERFORMING
MANAGERS IN
CHARGE OF TEAMS
THAT DELIVER
COMPLEX PROJECTS

FOREWORD

To support the sustainable development of our sport, it is essential for football organisations to have staff with the knowledge and abilities to continue promoting and managing the beautiful game. The UEFA Diploma in Football Leadership and Management will provide them with the skills, best practices and toolkits for leadership and project development that they can then use within their organisations.

Good leadership is essential both on and off the pitch, and this programme will help participants learn how to transform ideas into impactful initiatives and leadership, in a project-based approach. Reaffirming UEFA's commitment to providing football organisations with a range of initiatives that support them in their development, the programme reinforces both hard and soft skills, in a bid to develop not only processes within organisations, but also individuals.

Theodore Theodoridis
UEFA General Secretary



UEFA Diploma in Football Leadership and Management (UEFA DFLM)

The UEFA Diploma in Football Leadership and Management is an advanced programme enabling high-performing managers in charge of teams that deliver complex projects to further develop their leadership and managerial skills.

This unique programme focuses on project management in four key areas: conceptualisation; planning and presentation; negotiation; and leadership. The UEFA DFLM has been designed to further strengthen and refine the soft and hard skills needed to succeed in an influential role in European football. Moreover, participants work alongside expert coaches on individually selected projects that are of strategic importance for their organisations.

After completing the UEFA DFLM, participants will have:

- Developed a strategic project for their own organisation that can be implemented
- Attained key skills in order to facilitate complex, strategic project implementation within their organisation
- Improved their soft skills in relation to leadership and complex negotiation
- Developed their capacity to present with impact
- Expanded their network, by gaining contacts in football organisations across Europe

New edition, new opportunities

In response to growing demand and in light of UEFA's commitment to providing more educational opportunities, throughout football, three places on this year's UEFA DFLM are open to people working outside of UEFA's member associations.

Managers delivering complex projects in football organisations (e.g. clubs, leagues, player's associations) or associated businesses (sponsors, service providers, etc.) are invited to apply.

Testimonials



“The UEFA DFLM has given me the perfect opportunity to not only improve my own skills, but also the skills of the German Football Association (DFB). This course met all my personal needs and will help me reach the next step on my career ladder. But it is not just about me, it is about my organisation, and the UEFA DFLM has provided me with the tools to ensure that the DFB will continue to grow.”

■ Jürgen Eissmann, project coordinator EURO 2024, German Football Association



“Taking the UEFA DFLM has been a great experience, and I am sure it will be useful for all participants. As part of the programme, we had to design a business strategy, and of course we made a few mistakes when we were doing this individually. However, once we shared our experiences with the other participants, we were able to change our approach, and rephrase our concepts and ideas. It was a fantastic experience.”

■ Cristina Blasetti, social responsibility manager, Italian Football Association



Who

Managers in leading positions at football organisations



Starting in

October 2020



How long

12 months



Where

Switzerland



Price

€8,500



Number of participants

20 (maximum of one per national association)



Academic certification

Diploma of Advanced Studies (DAS), 30 ECTS credits (for previous UEFA CFM graduates)

Certificate of Advanced Studies (CAS) in Football Leadership, 10 ECTS credits (if no UEFA CFM)



Language

English

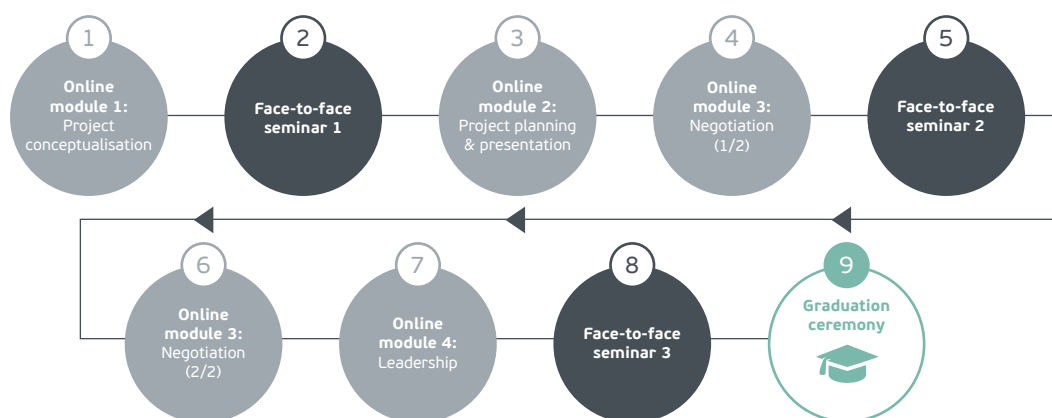
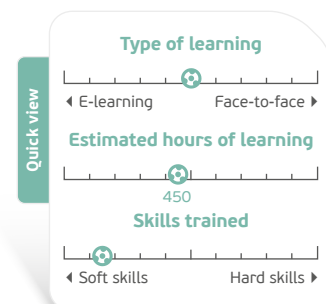
Programme overview

The 12-month UEFA DFLM starts in October 2020 and contains a mixture of e-learning and face-to-face seminars to ensure an accessible and interactive learning experience for all participants.

There are four online modules and three face-to-face seminars in which the participants can develop their skills and knowledge in management and leadership. The online modules are run on an interactive platform so that participants can access the content at any time and from anywhere.

The participants are split into four groups, each led by a dedicated coach but also using a peer-coaching approach. There are then catch-ups during and between sessions, both as a group and individually with the coach, where participants support the development of each other's projects.

Throughout the programme, participants focus on their personal project, which is used as a basis for the seminar work and the e-learning modules as well as in development sessions with assigned coaches and other participants.



Face-to-face seminars

All three seminars are held in Switzerland and comprise interactive group sessions, presentations and coaching discussions that focus on leadership and management as well as developing the personal projects. The first two seminars last a day and a half, while the final seminar lasts two and a half days, including the final project presentation and a graduation ceremony.

SEMINAR 1

19/20 October 2020

Venue: UEFA Headquarters, Nyon

The first face-to-face seminar gives participants the opportunity to meet their peers and coaches in person. Practical and interactive sessions help them develop their ideas while enhancing their teamwork and soft skills. The participants work together in their coaching groups to present their projects and receive feedback to better design the scope and concept of their plans.

SEMINAR 2

27/28 April 2021

Venue: IDHEAP, University of Lausanne

The second face-to-face seminar focuses on improving project presentation skills. Participants deliver elevator pitches and presentations under time constraints to enhance their ability to promote their projects to stakeholders. Interactive teamwork activities ensure continued development of social skills and improve the ability to work in and lead teams. Participants continue working with their coaching groups to develop their projects.

SEMINAR 3 AND GRADUATION

28-30 September 2021

Venue: Retreat in the Swiss Alps

The final face-to-face seminar focuses on the final presentations, in which participants need to explain their projects to a jury. This is also a key part of the final grade for the diploma. A team negotiation activity is held, in which participants work together to negotiate a specific deal against another team. Feedback and self-reflection sessions enable the participants to prepare for the next steps in their personal development and for putting their project into practice.

A graduation ceremony and dinner are held on the final evening to celebrate those who have successfully completed the programme.





Workload and assessment

To successfully complete the programme it is estimated that approximately three days will be needed for each online module, while an additional 12 days spread out over the course of the UEFA DFLM will be required for the project. As the project should be linked to the participant's area of expertise, the workload should be consistent with their work at their organisation. E-learning technology on the online platform allows the participants the flexibility to combine the programme with their day-to-day work.

The programme will be assessed as follows:

- Written assignment: project plan
- Project presentations during seminar 3
- Class attendance and active participation

Since the programme supports the participants in their development of a project of strategic importance for their organisation, both the participants and their organisation are rewarded for the time and efforts invested.

Prestigious academic partner



The UEFA DFLM is delivered in collaboration with the Swiss Graduate School of Public Administration (IDHEAP), at the University of Lausanne in Switzerland. Graduates who have previously completed the UEFA CFM will receive a diploma of advanced studies (DAS) worth 30 ECTS credits. Graduates who have not previously completed the UEFA CFM will receive a Certificate in Leadership (CAS) worth 10 ECTS credits. Both are recognised by all European universities.

Programme fees

- The UEFA DFLM fees are €8,500 including all programme materials, social activities, lunches and at least one dinner per seminar
- Please note, these fees do not include travel and accommodation
- UEFA will cover the full costs of the programme (including travel and accommodation) for representatives of its member associations

Application process

To apply, candidates must complete the application form on [UEFAacademy.com](https://uefaacademy.com) and submit it to academy@uefa.ch along with:

- A curriculum vitae
- A short video introducing the candidate and their project
- A brief PowerPoint presentation of the project
- A recommendation letter from their organisation's top management

All documents must reach UEFA by the application deadline of **31 May 2020**.

The video should be roughly two to three minutes long. It does not need to be of professional quality and can be filmed using a phone or computer.

The selection process will be carried out by UEFA and IDHEAP and a final decision on the participants accepted for the programme will be taken by the **end of July 2020**.

To be eligible for the UEFA DFLM, applicants must:

- Have a managerial role within a football organisation
- Have completed the UEFA CFM programme with at least a grade 5 OR have over four years' experience working at a managerial level in a football organisation
- Present a complex project that is aligned with their organisation's strategy
- Have a good command of English, both spoken and written

About the UEFA Academy

Building on the professional excellence UEFA has developed throughout its history and the learning initiatives it has established over the last decade, the UEFA Academy seeks to inspire and educate individuals and organisations to continuously elevate the game of football.



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Contact us

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