



# UEFA Diploma in Football Leadership and Management





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 provides them with the skills, tools and best practices that they can then use for leadership and project development within their organisations.

Good leadership is essential both on and off the pitch, and this programme helps 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



# Programme overview

## TYPE OF LEARNING

◀ E-learning

Face-to face ▶

## ESTIMATED HOURS OF LEARNING

450

## SKILLS TRAINED

◀ Soft skills

Hard skills ▶



### WHO

Managers in leading positions in sports organisations



### WHEN

One intake per year



### HOW LONG

10 months



### WHERE

Switzerland



### PRICE

€8,500



### NUMBER OF PARTICIPANTS

24



### ACADEMIC CERTIFICATION

Diploma of Advanced Studies (DAS) in Football Leadership and Management, 30 ECTS

If no CFM: Certificate of Advanced Studies (CAS) in Football Leadership, 10 ECTS



### LANGUAGE

English

# 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.

The UEFA DFLM has been designed to enhance participants' knowledge and abilities in leadership and management. Its emphasis is on strengthening and refining the soft and hard skills needed to succeed in an influential role in the sports industry. A key part of the UEFA DFLM is the development and implementation of individually selected projects of strategic importance to the participants' organisations. They will work on these projects with the help of experienced coaches throughout the programme. The four key areas of the curriculum are project conceptualisation, project planning and presentation, negotiation, and leadership.

After completing the UEFA DFLM, participants will have:

- developed a strategic project for their own organisation;
- strengthened 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 give impactful presentations;
- expanded their network, by gaining contacts in sports organisations across the globe.

Managers delivering complex projects in sports organisations (e.g. national associations, clubs, leagues and player's associations) or associated businesses (sponsors, service providers, etc.) are invited to apply. The programme is also open to people working both in and outside the football industry.



## Testimonials



The DFLM was an outstanding learning experience that contributed to my growth as both a leader and a professional. What I found particularly valuable was the programme's strong balance between hard and soft skills, and the way each concept was consistently applied to our own projects and professional contexts. This made the learning deeply practical and impactful. The programme equipped me with concrete tools and insights that I continue to use regularly in my work.

**Hanna Korpimäki, CRM & Data Manager, Football Association of Finland**



The DFLM course was an exceptional experience that surpassed all my expectations. Its focus on practical football issues in a work environment and the expertise of the speakers made it truly enriching. I'm confident the knowledge gained, along with the valuable emphasis on leadership skills, will have a significant impact on my approach to football management.

**Abdulla Mubarak, Club Licensing Manager, UAE Pro League**



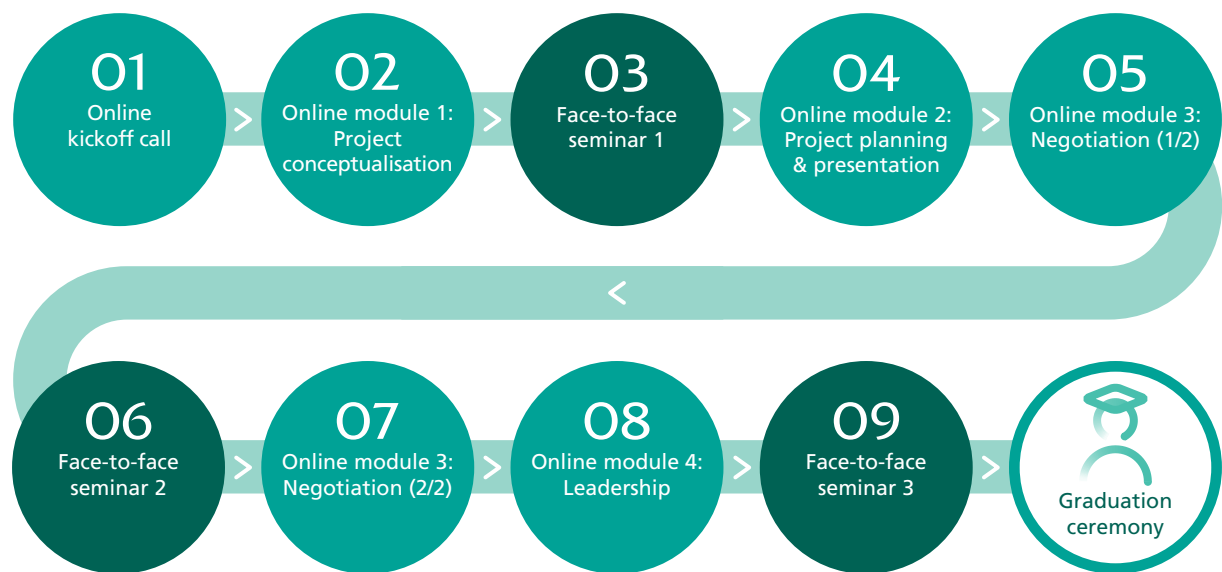
# Programme overview

The programme comprises 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 anywhere at any time.

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

Throughout the programme, participants focus on their personal projects, which form the basis of the seminar work and e-learning modules and are used in development sessions with their assigned groups.



## 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 the personal projects.

<p><b>01 SEMINAR 1</b> "FROM IDEA TO PROJECT"</p> <p><b>Venue:</b> UEFA Headquarters, Nyon <b>Length:</b> Two and a half days</p> <p>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. Participants will also be introduced to key negotiation topics and carry out the first one-on-one negotiation exercise.</p>	<p><b>02 SEMINAR 2</b> "WORK IN PROGRESS"</p> <p><b>Venue:</b> IDHEAP, University of Lausanne <b>Length:</b> Three days</p> <p>The second face-to-face seminar focuses on improving project presentations and communication skills. Participants take part in various interactive sessions in which they enhance their ability to deliver presentations and promote their projects under time constraints. The second one-on-one negotiation exercise takes place. The first day of the programme includes workshops by experienced experts on writing and structuring speeches and on leadership speaking with impact.</p>	<p><b>03 SEMINAR 3 AND GRADUATION:</b> "TOWARDS IMPLEMENTATION"</p> <p><b>Venue:</b> Retreat in the Swiss country side <b>Length:</b> Two and a half days</p> <p>The final face-to-face seminar is mainly devoted to the final presentations, in which participants deliver their projects to a jury. Participants also work together to negotiate a specific deal against another team in a team negotiation activity. Feedback and self-reflection sessions enable the participants to focus on their personal development and think about the next steps to put their projects into practice. A graduation ceremony and dinner are held on the final evening to celebrate the successful completion of the programme.</p>
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## Workload and assessment

To successfully complete the programme it is estimated that each online module will require approximately three days of work, while the project is expected to take an additional 12 days spread out over the course of the UEFA DFLM. As the project should be linked to the participant's area of expertise, the workload should fit in with their professional work. E-learning technology on the online platform gives 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

## 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 Certificate in Football Management (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 Football Leadership (CAS) worth 10 ECTS credits. Both are recognised by all European universities.

## Programme fees

- €8,500 including all programme materials, social activities, lunches, dinners and accommodation for seminar 3.
- These fees do not include travel and accommodation, except for the third seminar, for which accommodation is included.

## Application process

To apply for the UEFA DFLM, complete the online application form available at [UEFAacademy.com](http://UEFAacademy.com) and submit it along with:

- Curriculum vitae
- Detailed PowerPoint presentation of the project (template available on demand)
- Recommendation letter from your employer's top management

To be eligible for the UEFA DFLM, applicants must:

- Occupy a managerial role within a sports organisation or associated business
- Have a minimum of four years' experience working at managerial level
- Present a 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.

We welcome participants from diverse backgrounds and cultures, recognising the unique value that diversity brings to our community. If you have any uncertainties about meeting specific programme criteria, we encourage you to reach out to us.

## LIFT certification

The UEFA Academy was awarded the LIFT (Learning Impact for Today and Tomorrow) by EFMD for the period 2024 to 2027. This certification recognises the impact of the UEFA Academy programmes on its participants, their organisations and society at large.



## Be part of the UEFA Academy Alumni Association

After graduation, your journey continues. Join a global network of 4,000+ football professionals, take part in exclusive events, and stay connected through dedicated platforms and expert-led sessions.





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