



# UEFA Diploma in Football Leadership and Management

ACADEMY

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A man in a blue shirt and glasses is gesturing with his hands while speaking in a meeting room. He is standing and looking towards the left. In the background, another man is seated at a table, looking towards the speaker. The room has large windows and a modern interior.

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

The programme is also 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 business (sponsors, service providers, etc.) are invited to apply.

### Testimonials



“The DFLM showed me that learning is a lifelong process and made me more aware of my leadership and negotiation skills. The seminar structure was a really good fit for my schedule, offering moments of learning together with moments of reflection. I can proudly say that the DFLM motivated me to contribute to the FRF Academy, which aims to become the strongest sport education provider in Romania, with both off-the-pitch and on-the-pitch programmes.”

■ Diana Pirciu, EURO 2020 LOS Volunteer Manager, Romanian Football Federation



“The UEFA DFLM has really assisted me in developing myself as an individual, but also increased the experience and knowledge I will bring to the English FA. The course focuses a lot on you as an individual, how to be a better leader, how to work more strategically and influence those around you. Personally, the UEFA DFLM has pushed me to a new level which I believe will help further my career and meet my goals, as well as adding value to the National Association to continue to grow and strengthen.”

■ Farai Hallam, National Referee Manager, English Football Association



#### Who

Managers in leading positions at football organisations



#### When

One intake per year



#### 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

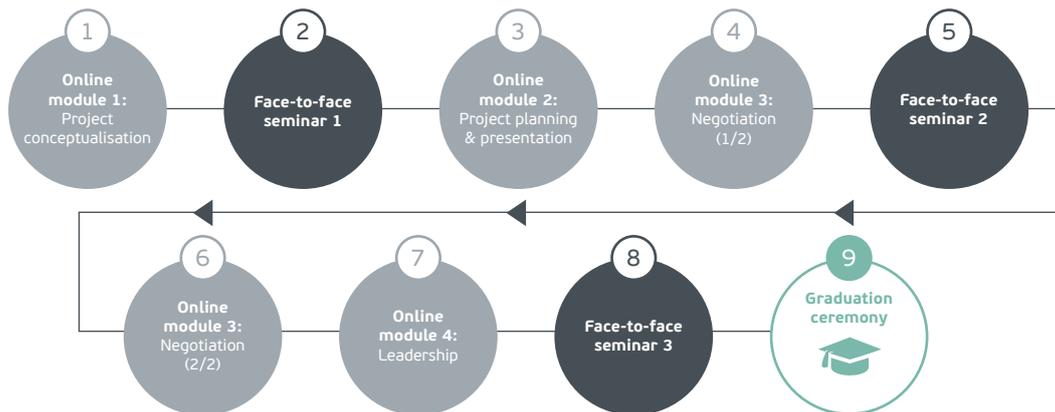
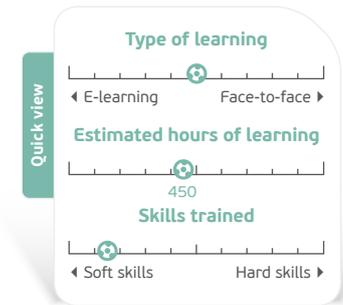
## Programme overview

The 12-month UEFA DFLM 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 at least 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

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

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

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.

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## 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:

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

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.

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## 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.

## 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



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# Contact us

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