Levels of representation in leadership and coaching in football in Europe: ethnicity and gender

Some key research findings

Dr Steven Bradbury
Loughborough University, UK
S.Bradbury@lboro.ac.uk

1. Levels of representation in leadership and coaching

Key headline findings

- **95.8%** of all senior governance positions held by white men (elite clubs, national leagues, national federations, UEFA)

- **87.7%** of all senior administration positions held by white men (elite clubs, national leagues, national federations, UEFA)

- **98.1%** of all senior coaching positions held by white men (elite clubs, national federations)

- **Total sample group = 4,608 (governance 2,195, administration 1,741, coaching 672)**
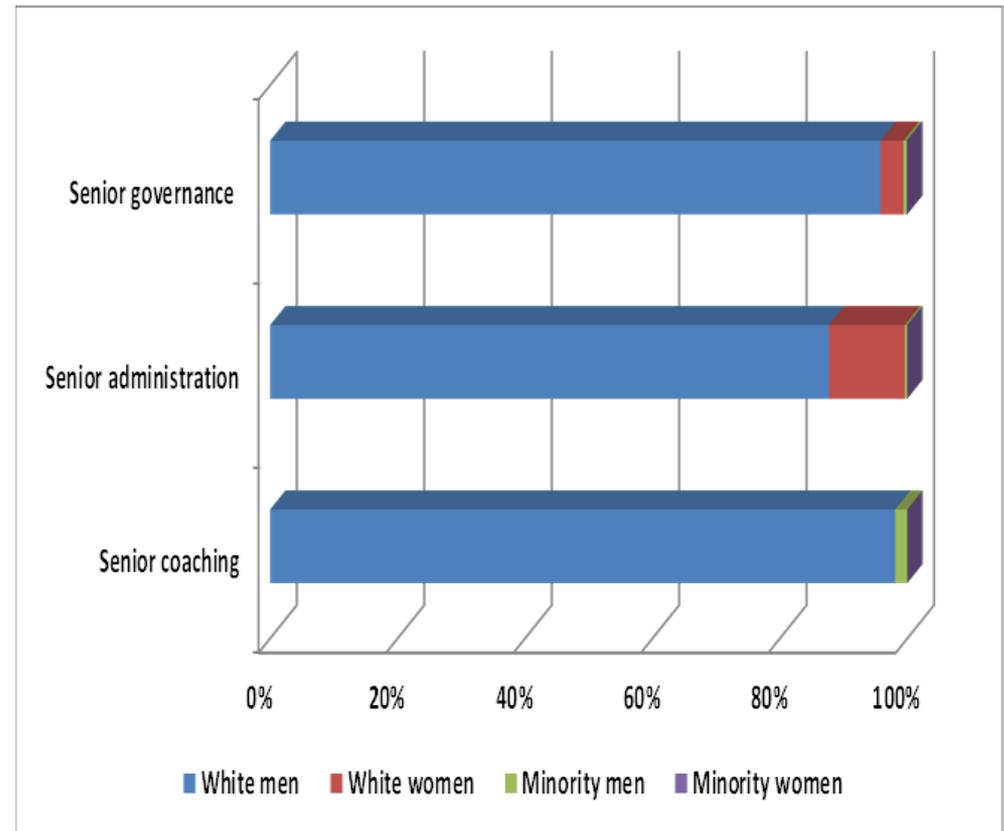
2. Explaining under-representation in leadership and coaching

Key constraining factors

1. Education and training
   - Limited access to and negative experiences of relevant training and qualifications

2. Inequitable networks (rather than qualifications) based process of recruitment
   - Recruitment from within dominant (white, male) social and cultural networks

3. Continued existence of racialised and gendered stereotypes
   - Perceptions of lack of skills, experience, competence, unsuitability, uncertainty and risk

4. Lack of understanding and commitment to change
   - Lack of problem awareness, non-acknowledgement, cultures of resistance to change

5. Inequality of opportunities, outcomes and lack of role models
   - Experiences of discrimination (1-4), reduced aspirations, drop out from industry (lost talent)

3. Addressing under-representation in leadership and coaching

Moving forwards

1. Recognise the link between under-representation and institutional discrimination
    - Critical inward reflection on individual/organisational process and practices
    - Conscious and unconscious racial and gender bias

2. Collecting data on levels of representation
    - Moving from speculation to evidence (whose in and whose out)
    - Establishing base line data to measure progress over time (monitoring change)

3. Educating the games key power brokers
    - Definitions, processes, and impacts of institutional discrimination
    - What are the benefits of racial and gender diversity in the workplace

4. Implementing positive actions measures
    - Identifying/exploring models of best practice, e.g., IOC, NBA, NFL, Rooney Rule
    - Training/resources, equitable recruitment, target setting, co-option, committee expansion…..

3. Addressing under-representation in leadership and coaching

Time for positive actions?

'The more that we can have people being brave in positions of leadership and power and influence, actually opening up these opportunities, then the more the conversations will take place. Then below that, obviously that's at that kind of level which is a bit visionary and inspirational, but you've got to have positive actions in place, haven't you? You've got to actually do something that makes a difference so that we're not in ten years' time having that same conversation. You can't do that unless you get all the parties round the table and working collaboratively on it'

Interview with Senior administrator, European football body, 2011
(6 years ago!!!)