



WE CARE ABOUT FOOTBALL

CRISIS MANAGEMENT

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CRISIS MANAGEMENT



CRISIS



What constitutes a crisis in football?

DISTINGUISHING A CRISIS FROM A RUN OF BAD RESULTS

- A TEAM CAN BE LOW DOWN IN THE LEAGUE WITHOUT BEING IN CRISIS, AND VICE VERSA
- MAINTAIN A RELATIVE CALM



Crisis Management Center



CRISIS: WHY?



1. Poor results
2. A lack of trophies
3. Attacks from the media
4. Player rebellion
5. Negative board attitude
6. Relegation trouble
7. Personal problems
8. New owners
9. Supporter campaigns
10. A loss of control

HOW TO DEAL WITH A CRISIS (1)

1. Take responsibility
2. Be positive
3. Try to understand
4. Allow for change
5. Rely on the press



HOW TO DEAL WITH A CRISIS (2)

- 6. Convince the board
- 7. Be uncompromising
- 8. Dispel doubt
- 9. Unite the group
- 10. Carry on as normal
- 11. Convince and reassure



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- Lower your demands
- Work in training
- Be on the players' wavelength
- Manage individuals
- Do not look for miracle solutions
- Make a few changes
- Go back to basics

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- Make as few mistakes as possible
- Stick together
- No “punitive” training sessions
- Stop the rot
- Problems continue even when winning
- “Fire the coach”?



SOME WORDS OF WISDOM

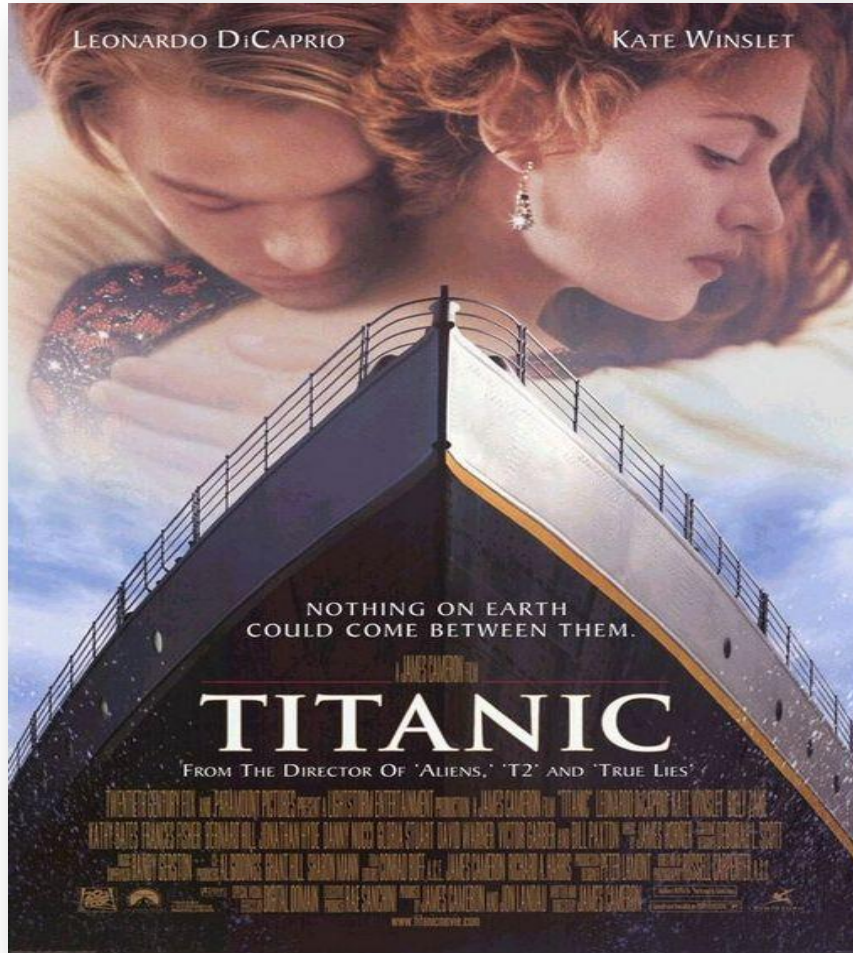


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Try to find a positive solution, even in a negative situation.



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- Keep a cool head, keep the faith
- Call on trustworthy advisers
- Search for facts, not opinions
- Establish the cause first; draw on experience
- Show no fear – be determined
- Focus on solutions
- Manage emotions



"The coach's face is a
mirror to the health of
the team."

Arsène Wenger

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- Be the leader
 - more visible
 - more approachable
 - more accessible

NO EXCUSES

RESPONSIBILITY



"We played below our level and I accept the responsibility for that. When a team plays well, the coach takes the credit – when it doesn't, the coach must accept responsibility."

Marcello Lippi



"A winner in life, not just in football, learns from a defeat or a mistake and comes back stronger."

Carlos Parreira



"As a coach, I am always optimistic."

Arsène Wenger

REBOUND

"The day after that defeat [against Switzerland] we did not point the finger of blame. If anyone was to blame, it was all of us. We focussed on the good points – how well we had done getting there."

Vicente del Bosque



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How do you overcome fear in the squad?

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Overcoming fear

- Offer hope
- Give information
- Try persuasion
- Be in evidence
- Ask questions
- Use humour
- Find solutions
- Media training



FEAR



"Against Brazil in the first half we weren't ourselves. At half time I calmly asked what they were afraid of. Both teams in the final feared each other – we were too tense against Spain."

Bert van Marwijk

HARMONY



"The top three teams at the World Cup focussed on ball possession. Harmony in the camp was a key for each team. Conflict must be resolved and players must be tolerant."

Joachim Löw

RECOVERY



"Between Serbia and Ghana, we relieved the pressure and convinced them we could win. We recovered our self- esteem and played freely against England and Argentina."

Joachim Löw

DISTRACTIONS



"You must discard anything that can distract you (the media, the public, etc.) and concentrate on the essentials."

Joachim Löw

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- Prevention
- Preparation
- Response
- Recovery

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Do not create a crisis for yourself: do not overreact!

CREDIBILITY

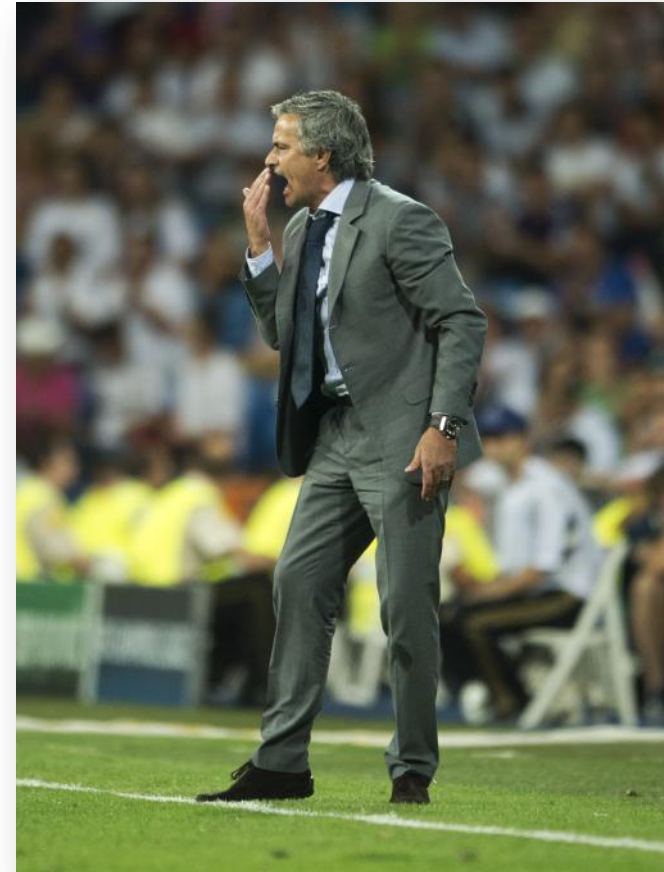
Credibility comes from the ability to answer tough questions...



and the ability to provoke a response from the team.

To take a place at the top table, remember...

- You can have a crisis with good and bad results
- Do not cut yourself off from your players
- Unity in the group is the most important thing
- Restore confidence
- Work as well as possible
- Resist pressure
- Revenge is sweet??
- There is no room for error
- Change things up
- It is always possible to turn things around
- **Good coaches are judged on what they do when the going gets tough**





CRISIS MANAGEMENT - JACQUES CREVOISIER

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