

**RESEARCH
AND
REPORTS**



END OF SEASON REVIEW AND MANAGER STATISTICS

Report by the
League Managers Association

May 2015

(as at 31st May 2015)

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INTRODUCTION



The end of season offers the LMA and our members the opportunity to come together at our Annual Awards dinner to celebrate the achievements of those managers, who in the eyes of their peers, have achieved the most over the season given the resources available to them. Every year, the winning managers have all demonstrated their ability to withstand the pressures of the job, to remain in their posts and to deliver results and success on and off the field.

However, the end of the season also gives us the opportunity to reflect on the number of managers and coaches that have lost their jobs over the preceding 9 months. In the 2014/15 season we have seen a total of 47 manager dismissals, 17 of which were first time managers, many of whom, based on previous statistics, will find it very difficult to get another opportunity to manage again. Furthermore, more than 150 coaches have lost their jobs as a direct consequence of the instability caused by sacking the manager and the desire of the club to bring in a host of new staff.

The impact is not only on the manager or coach himself but also on his family. Often the contract settlement process can be long and drawn-out and on average it can take up to 2 years for managers or coaches to get another appointment. Other than for an elite few, at the very top of the game, reference to the merry-go-round of football management is far from reality. In the majority of cases the family has suddenly lost its main source of income. Moving forward, the LMA will be increasing our focus on supporting the out-of-work managers and coaches to find them new employment opportunities, provide them with a range of education and personal development options or just simply to keep them connected to the game.

COMPLEXITY AND NEW THINKING

The numbers above only serve to highlight that the game continues to present an increasingly more complex and volatile working environment for all the professional practitioners: the players, coaches and managers.

The game is continually challenged by three fundamental pressures:

- >> Globalisation – of the commercial market for the game and the labour market
- >> Short-termism – across the board in the game with a chronic focus on the immediacy of results
- >> Decentralisation – of decision-making and leadership across the game

These pressures are difficult to reverse and the landscape it creates is not only challenging for the individual practitioner, who is striving to build a successful, stable and meaningful career, it also presents challenges for their representative associations, who on their behalf must navigate this increasing complexity to deliver value, support and services to their members and a positive contribution to the game. To ensure that we keep pace with the pressures in the game, we continue to update and adapt our thinking as the game evolves.

LMA FUTURE STRATEGY

Throughout the last season, the LMA and its board has been working on its next 4-year strategy, to ensure that the LMA always delivers to its members in the modern game. Our overall aim is to continue to raise standards across everything we do, to learn from our experiences and to become recognised as one of the most respected representative associations in world sport. We have started a new period of innovative growth and expansion and we are already seeing a difference.

We have identified the following key areas where we will focus our efforts over the next four years:

EDUCATION AND PERSONAL DEVELOPMENT

The continued and consistent high number of sackings in the game highlights the need for would-be managers and coaches to be properly prepared for the uniqueness of the challenges in their roles. Coaching and management in the

professional game requires more than just strong technical football knowledge and competence. It requires the development of a broad set of personal skills such as leadership, communication and personal resilience, and it requires the continuous development of those skills throughout a career.

We have significantly increased our focus and investment on an expanded range of education programmes, delivered through LMA Learning, over the last 18 months. Our aim is to build on this progress and to deliver a truly world-class offering to our members and to all professional practitioners in the game, throughout their careers.

We have enhanced our already successful Diploma in Football Management, in association with Liverpool University and we have delivered a new year-round masterclass programme open to all our members. 440 managers and coaches have attended our masterclasses and 320 managers and coaches attended the LMA / PFC technical clinics. We have delivered some brilliant, innovative sessions using a team of experts from academia and business, as well as drawing on the knowledge and insights of our senior members.

There is a remarkable thirst for knowledge and development in the game and there is more that we plan to do in the coming season to serve this thirst. With the support of the other stakeholders in the game we will be building a significant mentoring programme, alongside a range of expanded career support services and one-to-one coaching.

HEALTHCARE AND WELFARE

Alongside our focus on education and personal development our healthcare and welfare provision to our members has been significantly enhanced in the last 12 months. Managers and coaches must be both mentally and physically prepared for the challenges of their roles. Pressure, role complexity and media scrutiny are powerful contributing factors to the increased risk of health problems faced by those at the top of the game. Our studies indicate that at any one time 40% of current managers are at risk of developing serious health problems – it is a very serious subject.

Our tailored healthcare scheme now covers 222 managers and family members. In the last 18 months 115 of our members have had our state-of-the-art Fit

to Perform test and 66 managers and their partners have taken our Lifescan assessments. We are lucky to call St George's Park our home and to have access to its team of world-class clinicians and sports science and medical experts. Wellbeing and lifestyle management are now also central to our diploma and masterclass programmes as we continue to promote the message of education and prevention rather than cure.

However, at times, our members and members of their families, do get into difficulties and our welfare provision, delivered under the remit of our charity, 'In the Game', provides brilliant support for them when they are suffering physical, mental or personal problems. Our confidential helpline, team of counsellors and support network really has saved lives and will continue to do so.

MANAGER RECRUITMENT AND EMPLOYMENT

The current average tenure of dismissed football managers across the leagues is now down to 1.23 years and is even lower at 0.86 years for those managers dismissed in the Championship. This instability tends to see clubs appoint who they know, over-looking other suitable candidates, and rushing the recruitment process between dismissing one manager and appointing another.

The LMA has conducted a significant piece of research into the recruitment process over the last 12 months with the aim of improving it and helping clubs identify the most suitable candidates. This, in turn, will improve stability, not only for the clubs, but the managers themselves. Our aim is to encourage and provide opportunities for all candidates who wish to become football managers and ensure that the recruitment process is effective and fair. We want to see an improved awareness of vacancies, improved transparency in the recruitment process, with clearer job specifications and interview feedback, and equal opportunities for all candidates to obtain necessary qualifications and continuous professional development.

It is important that the game continues to address the issue of diversity within coaching and management in the professional game. The LMA is committed to equal opportunities for all candidates who wish to build careers in coaching and management and we have worked hard over recent months, with all of the game's stakeholders, to build a programme of positive interventions along the coaching

and management career pathway. We fully support the introduction of a range of measures across the areas of education, recruitment, role models and mentoring with the aim of achieving a better balance between the proportion of BAME players and the current under-representation of BAME managers and coaches. We look forward to seeing that programme deliver results in the near future.

Finally, and crucially, once a new manager is appointed we want to see a clear process of setting mutually agreed objectives, communicated openly to fans and media as a key part of managing expectations moving forward.

Unfortunately, at times, clubs and managers do need to part company. The LMA continues to provide the highest quality assistance and advice to its members in these instances. Legal action is both protracted and expensive and therefore clarity in the terms of a manager's or coach's contract has never been more important. The LMA is therefore continuing to push for and promote a standard form contract and the adoption of standard clauses, which would provide certainty whilst protecting the interests of all parties.

In addition, the LMA is also working with The FA, Premier League and Football League, to improve the current system of alternative dispute resolution, with a view to resolving disputes in a more amicable and less litigious way.

PARTNERSHIPS IN THE GAME

To continue to deliver to our members and to consolidate and enhance our position in the game the LMA is building a number of new partnerships. Not only will we continue to work closely with the game's stakeholders, media partners and sponsors but we are developing a new range of partnerships with other entities in football, both at home and abroad.

We are delighted to have signed a new multi-year deal with UCFB to work with them on delivering executive education programmes in football and sports business. We have signed a new two-year agreement with the NSCAA, the coaches association in the US, that will build a direct relationship between the LMA and one of the largest football coaching bodies in the world. We are developing an innovative new partnership with Sports Interactive, the owners of the world's most popular online football management game. We are also building relationships with a number of football federations internationally to provide their coaches and managers with access to our LMA Learning programmes. We recently hosted

a successful pilot programme at St George's Park, delivering a 3-day residential course for 20 coaches from the Ghana Football Federation.

Not only do partnerships like the above generate both income and profile for the LMA but they are also a perfect fit with the work that we do and offer real, credible opportunities for our members to engage in the programmes.

CONTRIBUTION TO THE GAME

The LMA has a wealth of experience within its ranks and it is vital that this expertise is used in order to advance and develop the professional game. We want to ensure a stronger and more responsible role for the LMA and its members in the decision-making at the top of the game and in guiding its future direction.

In the last year we have started an ongoing research programme to study and understand a number of key issues in the game. We aim to study important topics objectively so that we can input into decision-making in a constructive and credible way. We aim to balance ongoing data acquisition with the insight, knowledge and experience of our members.

Furthermore, the LMA and its members do and will continue to deliver a real contribution at the grassroots of the game and in the wider community. We have a number of charity and community partners and most notably, through the Community Union, we have recently implemented a nationwide programme of LMA members visiting maximum security prisons to deliver football coaching sessions to the inmates. These sessions have delivered real impact to all concerned.

SUMMARY

The LMA's next 4-year strategy is about putting the building blocks in place to ensure that we have an organization that will always continue to deliver to our members and the game. It is our aim to promote football management and coaching as a high-performance discipline.

In any other sector there is recognition that the highest performing organisations are those with a long term vision, built on a strong clear culture, focused on their purpose and delivered by a strong team of diverse individuals. Short-termism is the one pressure in the game that can be addressed more readily than any of the others and avoiding it will undoubtedly deliver a sport that offers a more stable career pathway for those that want to become coaches and managers.

Clubs that resist the temptation of 'boom and bust leadership' and balance economic stability with sporting ambition will be more successful in the medium and long term. Clubs that keep the top of the game and the grassroots as close as possible, keeping fans and the local community central to everything they do, reinvesting revenues into the club and its infrastructure, will have a platform for continued success. The owners and boards that respect the history and traditions of the clubs of which they are custodians and are consistent in their approach and decision-making, set the benchmark for leadership in the game. Where decision-making becomes, fragmented, distant and decentralized from the club itself, problems quickly arise and instability naturally follows.

A high-performance discipline needs to operate in a high-performance environment and if we are to see a significant change in the statistics within this report then the game and its leaders need to take a longer-term view and build stability.

Richard Bevan

Chief Executive - LMA

01 OVERVIEW



>> 47 manager dismissals has only been exceeded in 2001-2 (53 dismissals)

>> The 20 Championship dismissals is the highest number of dismissals in the second tier since 1992

>> Average tenure of all dismissed managers was 1.23 years, the lowest since 1992

>> Average tenure of dismissed managers in the Championship was 0.86 years, the lowest since 1992

>> The previous lowest average tenure of dismissed managers in the Championship was 0.89 years in 2010-11

>> 17 of the 47 manager dismissals were first time managers

>> Arsène Wenger remains the longest serving current manager at 18.67 years

>> Arsène Wenger is the current manager to have managed most games in England at 1065

02 SEASON TO DATE

02.1 SEASON TOTAL MOVEMENTS TO DATE TO 31ST MAY 2015

64
MANAGER
CHANGES

47
MANAGERS
DISMISSED

17
MANAGERS
RESIGNED

02.2 SEASON TOTAL DISMISSALS TO DATE YEAR ON YEAR COMPARISON

SEASON	DISMISSALS TO 31ST MAY
2005-06	40
2006-07	46
2007-08	31
2008-09	33
2009-10	36
2010-11	38
2011-12	33
2012-13	43
2013-14	37
2014-15	47

02.3 SEASON TOTAL DISMISSALS TO DATE BY LEAGUE

LEAGUE	DISMISSALS
Premier League	5
Championship	20
League 1	12
League 2	10

02.4 SEASON TOTAL DISMISSALS TO DATE BY LEAGUE YEAR ON YEAR COMPARISON

SEASON	PREMIER LEAGUE	CHAMPIONSHIP	LEAGUE 1	LEAGUE 2	TOTAL
2010-11	6	9	12	11	38
2011-12	6	9	8	10	33
2012-13	8	13	11	11	43
2013-14	12	10	8	7	37
2014-15	5	20	12	10	47

02.5 SEASON AVERAGE TENURE OF ALL DISMISSED MANAGERS

1.23
YEARS

TO 31ST MAY 2015

02.6 SEASON AVERAGE TENURE OF ALL DISMISSED MANAGERS BY LEAGUE (in years)

SEASON	PREMIER LEAGUE	CHAMPIONSHIP	LEAGUE 1	LEAGUE 2	AVERAGE
2010-11	2.09	0.89	1.67	1.33	1.45
2011-12	2.65	1.96	1.39	1.46	1.7
2012-13	2.81	1.04	1.37	2.57	1.84
2013-14	1.22	1.93	1.48	1.08	1.44
2014-15	1.8	0.86	1.41	1.44	1.23

03 THE RECENT QUARTER

(1st April 2015 to 31st May 2015)

03.1 THE RECENT QUARTER TOTAL DISMISSALS

8

03.2 THE RECENT QUARTER TOTAL DISMISSALS BY LEAGUE YEAR ON YEAR COMPARISON

SEASON	DISMISSALS 1ST APRIL TO 31ST MAY
2010-11	4
2011-12	5
2012-13	7
2013-14	5
2014-15	8

03.3 THE RECENT QUARTER TOTAL DISMISSALS BY LEAGUE

LEAGUE	DISMISSALS
Premier League	1
Championship	4
League 1	2
League 2	1

03.4 THE RECENT QUARTER TOTAL DISMISSALS BY LEAGUE YEAR ON YEAR COMPARISON

SEASON	PREMIER LEAGUE	CHAMPIONSHIP	LEAGUE 1	LEAGUE 2	TOTAL
2010-11	1	1	2	0	4
2011-12	2	1	0	2	5
2012-13	3	1	2	1	7
2013-14	4	0	1	0	5
2014-15	1	4	2	1	8

03.5 THE RECENT QUARTER AVERAGE TENURE OF ALL DISMISSED MANAGERS

0.64
YEARS

03.6 THE RECENT QUARTER AVERAGE TENURE OF DISMISSED MANAGERS BY LEAGUE

LEAGUE	AVERAGE TENURE
Premier League	3.98 ¹
Championship	0.81
League 1	1.01
League 2	1.1 ²

¹ Only one dismissal so this is an actual rather than an average figure.

² Only one dismissal so this is an actual rather than an average figure.

04 OTHER STATISTICS

04.1 TOTAL DISMISSALS YEAR ON YEAR COMPARISON

SEASON	PREMIER LEAGUE	CHAMPIONSHIP	LEAGUE 1	LEAGUE 2	TOTAL
2005-2006	3	11	13	13	40
2006-2007	8	12	14	12	46
2007-2008	7	9	6	9	31
2008-2009	4	8	14	7	33
2009-2010	5	11	9	11	36
2010-2011	6	9	12	11	38
2011-2012	6	9	8	10	33
2012-2013	8	13	11	11	43
2013-2014	12	10	8	7	37
2014-2015 TO DATE	5	20	12	10	47

04.2 AVERAGE TENURE OF ALL CURRENT MANAGERS

1.64
YEARS

04.3 AVERAGE TENURE OF ALL CURRENT MANAGERS BY LEAGUE

LEAGUE	AVERAGE TENURE
Premier League	2.36
Championship	1.14
League 1	1.44
League 2	1.67

04.4 LONGEST SERVING MANAGERS

	NAME	CLUB	LEAGUE	TENURE
1	Arsène Wenger	Arsenal	Premier League	18.67
2	Paul Tisdale	Exeter City	League Two	8.93
3	Karl Robinson	Milton Keynes Dons	League One	5.06
4	Dean Smith	Walsall	League One	4.4
5	Jim Bentley	Morecambe	League Two	4.05
6	Phil Parkinson	Bradford City	League One	3.76
7	Steve Davis	Crewe Alexandra	League One	3.56
8	Nigel Pearson	Leicester City	Premier League	3.54
9	Steve Evans	Rotherham United	Championship	3.14
10	Brendan Rodgers	Liverpool	Premier League	3.0

04.5 MOST GAMES MANAGED IN ENGLAND BY CURRENT MANAGERS*

	NAME	GAMES MANAGED IN ENGLAND
1	Arsène Wenger	1065
2	Tony Pulis	945
3	Ronnie Moore	860
4	Gary Johnson	835
5	Micky Adams	789
6	Kenny Jackett	780
7	Mick McCarthy	757
8	Alan Pardew	736
9	Russell Slade	716
10	John Still	650

* Current managers as at 31st May 2015