

How to create a winning team

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Croatia 2015

“You have to doubt everything –
but believe in a lot”

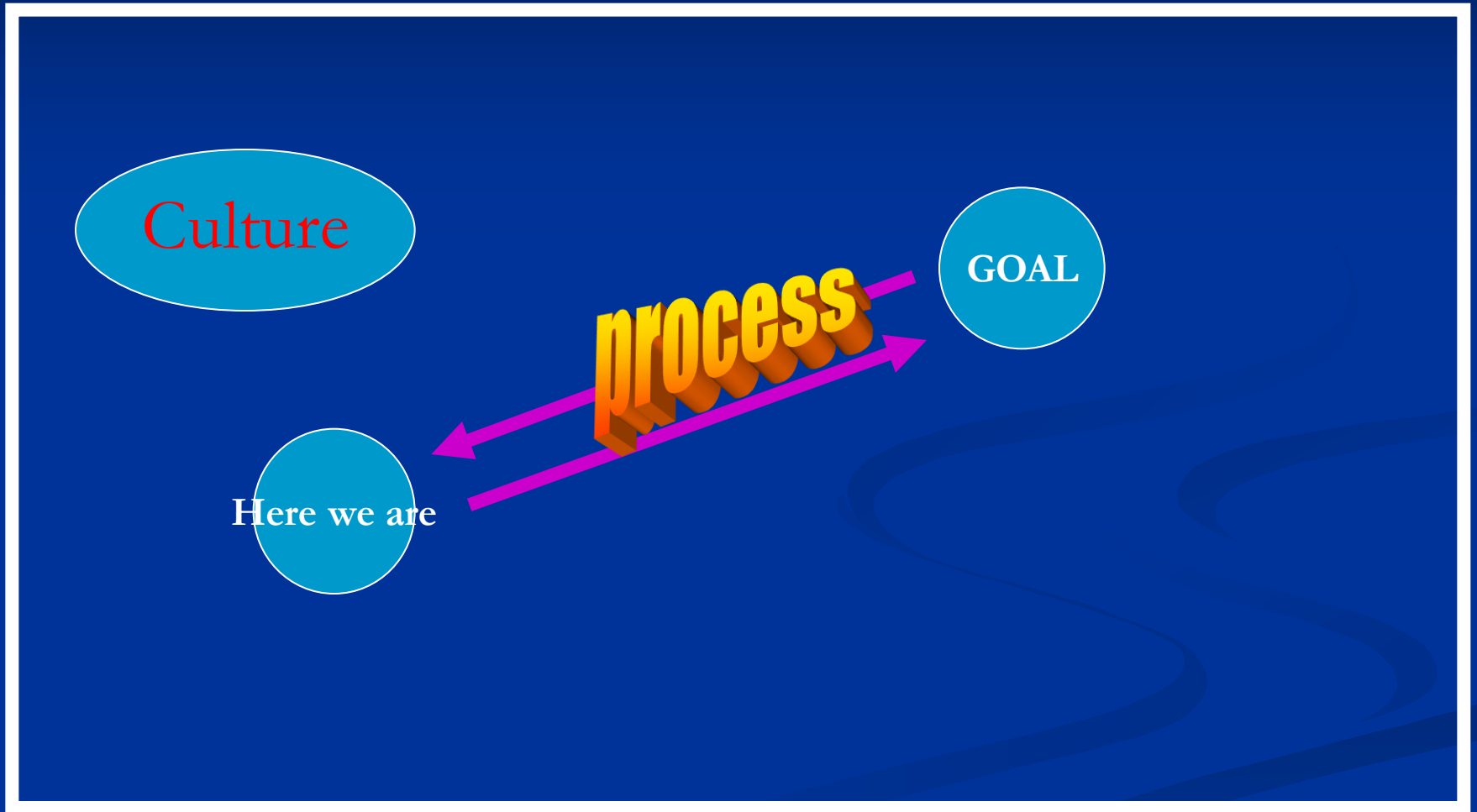
Jan B. Poulsen

- Professor – Physical Education and Geography
- UEFA Pro-license
- Club coach in Denmark – 1. and 2. Division (9 years)
- National Coach:
 - *Assistant to the Danish A-team: 1990-92 (European Champions)*
 - *Head Coach Danish U-21: 1992-99*
 - *National Head Coach in Singapore: 2000-2003*
 - *Director of coaching Jordan Olympic – U-20 team: 2006-2007*
 - *National Head Coach in Armenia: 2008-2009*
 - *National Head Coach in Tanzania: 2010-2012*
 - *EC-92+96, WC-98+2007 and Olympic - 92*
- Technical Director: Denmark, Singapore and Armenia
- FIFA instructor

WHEN ONE HAS NOT DECIDED
WHERE TO GO AND **HOW** – ONE
HAS LITTLE CHANCE OF GETTING
THERE!

Begin with the end in mind!

Working Model



A winning team

- The team is well organized:
 - the strategies for achieving the goals are clear
 - each player knows his duties and how to perform to his strength and weaknesses
- Collectively the team is able to develop its performance through and honest and open evaluation/feedback - **A LEARNING ENVIRONMENT**

A winning team

- The team accepts and respects each individual:

We are different persons“but we realize that: ***None of us is as smart as all of us***”

- There is a strong sense of cohesion and team spirit. The players enjoy it!

The 3 Steps!

- Begin with the end in mind – your football philosophy
- Who can do the job? – select the right players
- Manage the process – on and off the field

My football philosophy

- *"This is how football is to be played"*
 - system – defensively and offensively
 - style of play – possession/direct play
 - job descriptions – what, when, where and how
- Who can do the job?

Follow me...



World Cup 2006

Playing formations used:

19 teams:

4-4-2 : zonal back four
two midfield screens or midfield diamond
two strikers

7 teams:

4-5-1 : zonal back four
one or two midfield screens
lone striker

1 team :

4-3-3: zonal back four
three-man midfield
two wingers ,one centre forward

5 teams :

3-5-2: zonal back three
five-man-midfield
two strikers



Playing formation used WC-2014

- 4-2-3-1: 12 teams
- 4-4-1-1: 3 teams
- 4-4-2: 4 teams
- 4-5-1: 2 teams
- 4-1-4-1: 2 teams
- 4-3-3: 6 teams
- 3-4-3: 1 team
- 3-5-2: 2 teams
- 3-4-1-2: 2 teams

Principles of play

■ Attack:

- Penetration
- Support (depth)
- Mobility
- Width
- Improvisation

■ Defense

- Delay
- Cover
(support/depth)
- Balance
- Concentration
- Control/restraint

My philosophy - system

4:4:2

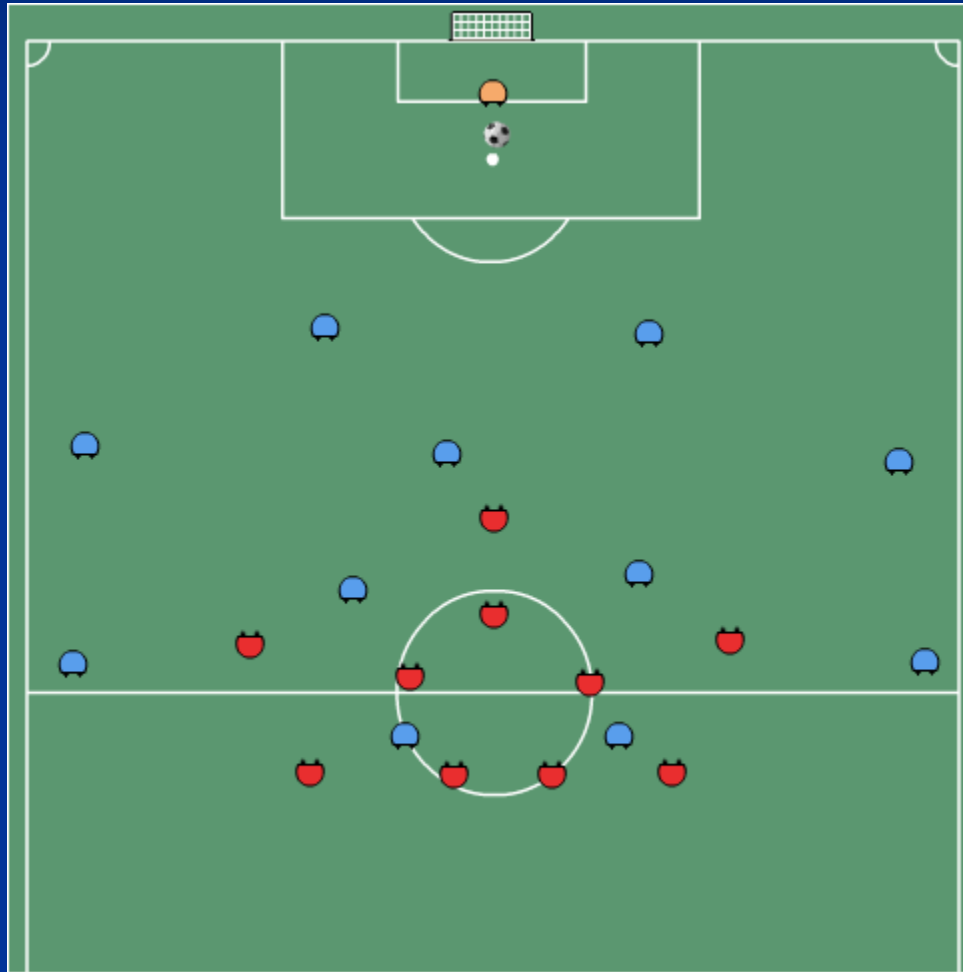
4:3:3

4:5:1

Defensive principles

- The defense in accordance with the zonal principles
- Compact organization
- Pressure on the ball – as “high” as possible

4:3:3 or 4:5:1



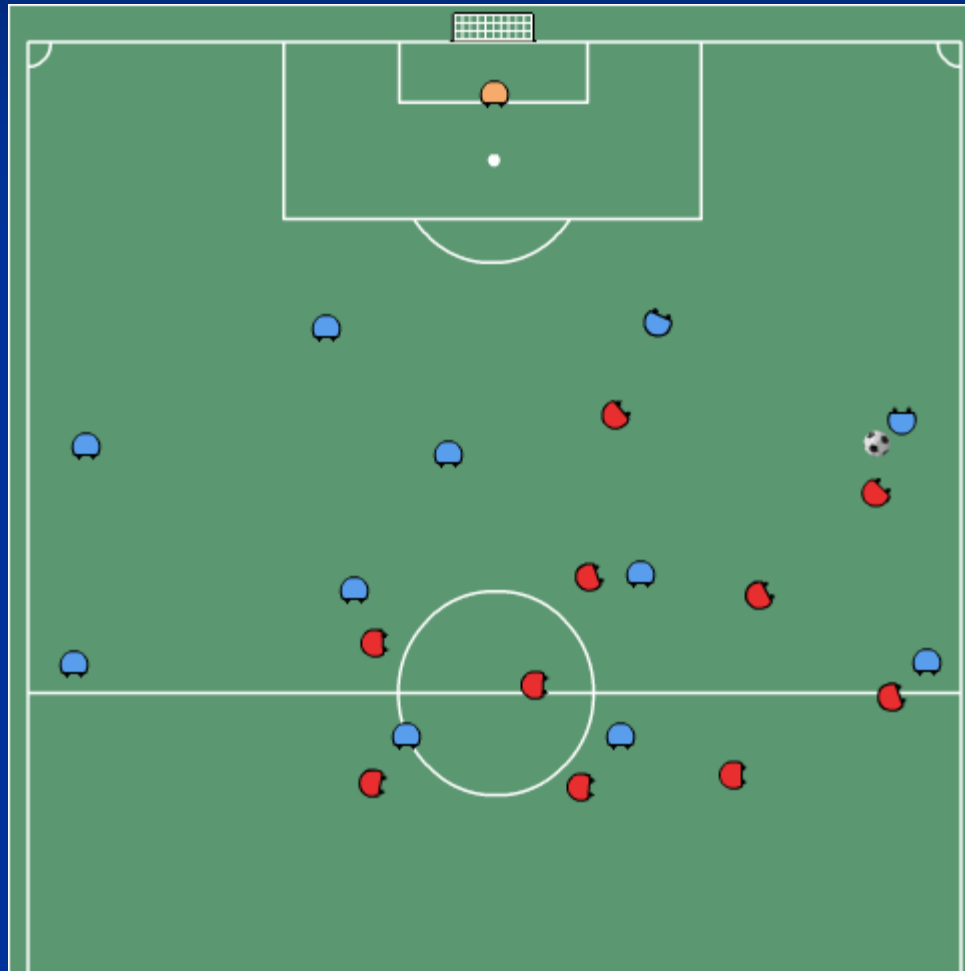
Principles in zonal defending

- Look for the ball and you teammates
- *1. Defender* (man closest to the ball): put

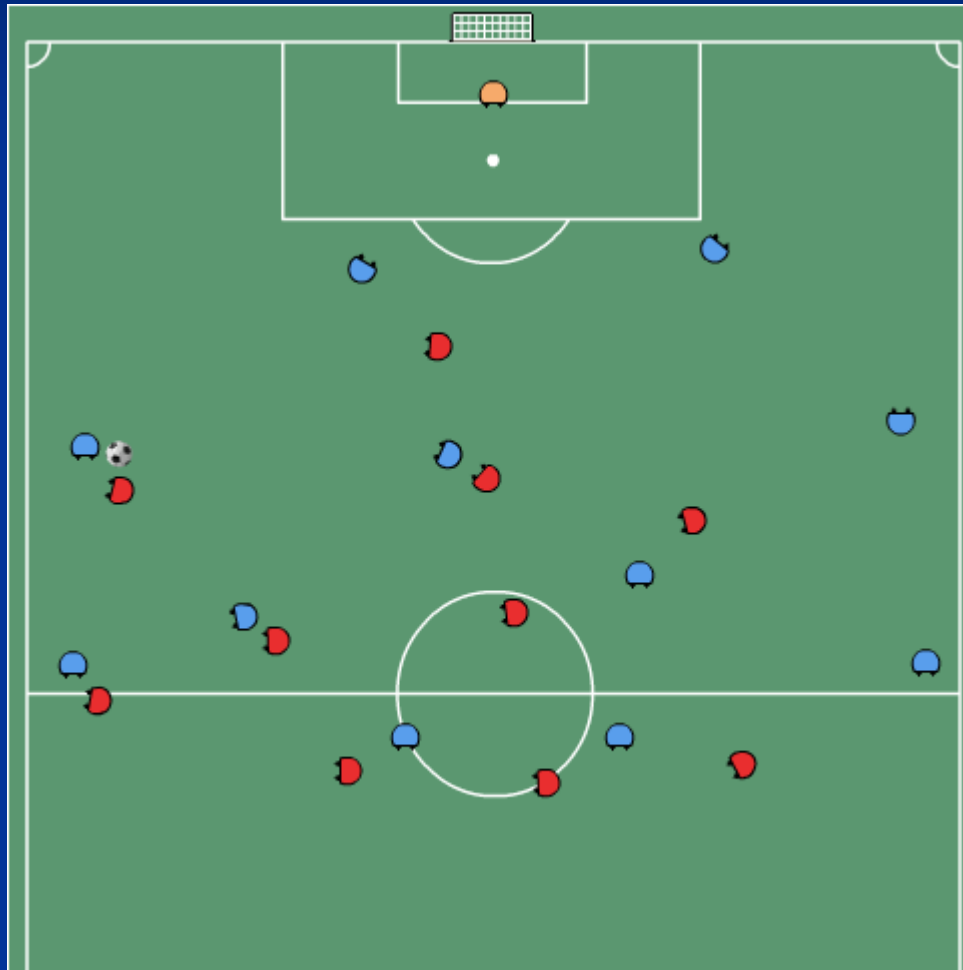
PRESSURE ON THE BALL.

- *2. Defender:* mark players and cover/support 1. defender.
- *3. Defender:* cover space and mark players

Sliding



Sliding



The team should always be a **compact unit**

- PUMPING
- SLIDING

Key Questions

- *"Is there pressure on the ball – or not?"*
- *"Who is responsible for the space between the defensive- and midfield line?"*
- *"Who is responsible for calling the off side trap?"*

Focus points

- “1 up – 3 down”
- “Close him down – don’t sell yourself – keep his head down.”
- “He is not allowed to dribble, to pass the ball forward or to play the wall pass (stay with your man)”
- “When the ball go – you go”

Focus points

- “When they have the ball – we are all defenders”
- “Get behind the ball”
- “All for one – one for all”
- “In the penalty area you follow your man”
- “No ball watching please!”

Pedagogical and psychological advantages playing the zonal defense

- It develops the tactical awareness of the players
- You are working with the same principles again and again – the players act automatically
- The players know exactly what to do in each position
- It creates an aggressive and positive attitude
- We decide how to play – not the opposition
- Physically it is less demanding
- **IT'S TEAM WORK – NO SCAPEGOATS**

Who can do the job

- The players strength and weaknesses
 - Physique (speed)
 - Football skill – applied technique
 - Personality (character) – team player

Know your players

- *Fair weather players*
- *Mental excellence:*
 - Believe in themselves
 - Ability to focus
 - Superb Distraction control

"The inner speech"

The balance in our mental tension

Performance



Pressure

Building a winning team

It's all about FINDING, training and retaining the right people!

The right character!

Motivation

How do you turn *Involvement*
into *Commitment*?

From "*I have to do it*" to "*I want to do it*"

Motivation

- *Extrinsic motivation* - motivational talk, money and other rewards

"Money has never won a football match"

- *Intrinsic motivation* - effective motivation is a lifestyle. It comes from within.

Motivation is a lifestyle – it's character!

- Vision-the goal: “this is what I want”
- Discipline: Hard work on and off the pitch
- Enthusiasm: optimism, energy and drive
- Conscience: “The inner speech”

Bertee Mee:

“A coach below 40 believes he can change a players personality - above 40 he knows it’s impossible”

Ballotelli !!!

Statement

**BALANCING YOUR TEAM IS OF
OUTMOST IMPORTANCE**

*"Outstanding players who are team
productive are in"*

Manage the process



Leadership

- A *process* where you work together *with* and *through* others to accomplish the goals of the organization

SUCCESS THROUGH THE PLAYERS

"Great coaches are not consumed by their own importance"

Statement

A successful coach/leader is able to create an environment where talented players enjoy working

Man Management is a crucial factor at top level football

"How do you handle egocentric multi millionaires?"

Situational Leadership

Your *leadership style* is how you behave when you are trying to influence the performance of somebody else

- *Directive behavior* – the dictatorial or autocratic leader
- *Supportive behavior* – the democratic leader

Create an *environment of excellence* – on and off the field”

- Set challenging goals – individually and as a team
- Manage the process of achieving the goals

TRAIN AS YOU WOULD COMPETE

NOT EVERY 4 YEARS - EVERYDAY

Goal setting

Specific – it must be clear and precise

Measurable – how can you be sure you have reached your goal?

Accepted – you want to do it

Realistic – it is a challenge, but possible

Timed – how much time do you have?

Traffic rules

- The values that characterize *our* team:
 - honesty, loyalty, joy, discipline, dialog, hard work, commitment, passion + ???
- How do we speak to/about each other in the dressing room, on the field and outside the club
- Being late – drinking – smoking – mobile phones – twitter – face book?
- How do we handle the media?

My philosophy

FREEDOM WITH RESPONSIBILITY

The consequences if the rules are not followed?

You as a coach

- Clear vision – *coaching philosophy*
- Be yourself – integrity – *respect over popularity*
- Be fair and honest – *clear communication*
- Pass on knowledge – *feed-back*
- Show commitment – *lead by example*
- Trust your self – *be humble*
- Be positive – *put winning and loosing in perspective*
- Enjoy it! – *if not, let someone else do it!*

Self awareness!

YOU ARE – YOU SAY – YOU DO

“If you stand for nothing – you will fall for anything”

Remember!

IF YOU HAVE A PROBLEM

-

YOU ARE PART OF THE PROBLEM

Communication

- The success of a coach depends to a large degree on his ability to communicate effectively
- Coaches are constantly involved in the communication process. They talk, write, instruct, listen, teach, gesture, console, persuade, demonstrate and observe.

Feedback

- Response from other people – a learning instrument
- A **communication process**
- A matter of sensitivity and responsiveness – you *ask* for and you *give* feedback
- It is a *skill* – *it's people skill*

General rules for giving feedback

- As soon as possible
- Criticize constructively – *Never get personal*
- Be sincere and honest. Remember to keep your promises.
- Keep your cool – don't lose your temper
- Show loyalty – no back stabbing

General rules for receiving feedback

- Prepare yourself –
Think positive: “*I can learn something*”
- Focus on the content – not the way it is presented
- Be honest with yourself

Positive feedback

“CATCH THEM DOING SOMETHING RIGHT”

Attacking

- Attacking a balanced defense?
 - Organized and often in numerical majority
- Attacking an unbalanced defense?

**TIME IS ALWAYS ON THE SIDE OF THE
DEFENSE**

Efficiency in attack

- Most goals – 85% are scored after 5 or less passes
- More than 50% of all goals are scored from attacks starting in the defending zone.
- The majority of goals – 71% - are scored with only one touch.
- The majority of goals are scored in side the “*primary scoring area*”

Where the 171 goals were scored from

- Inside the goal area: 43
- Inside the penalty area: 97
- Outside the penalty area: 19
- Penalties: 12

Statement

***"ATTACKS AGAINST AN UNBALANCED
DEFENSE ARE MOST EFFECTIVE"***

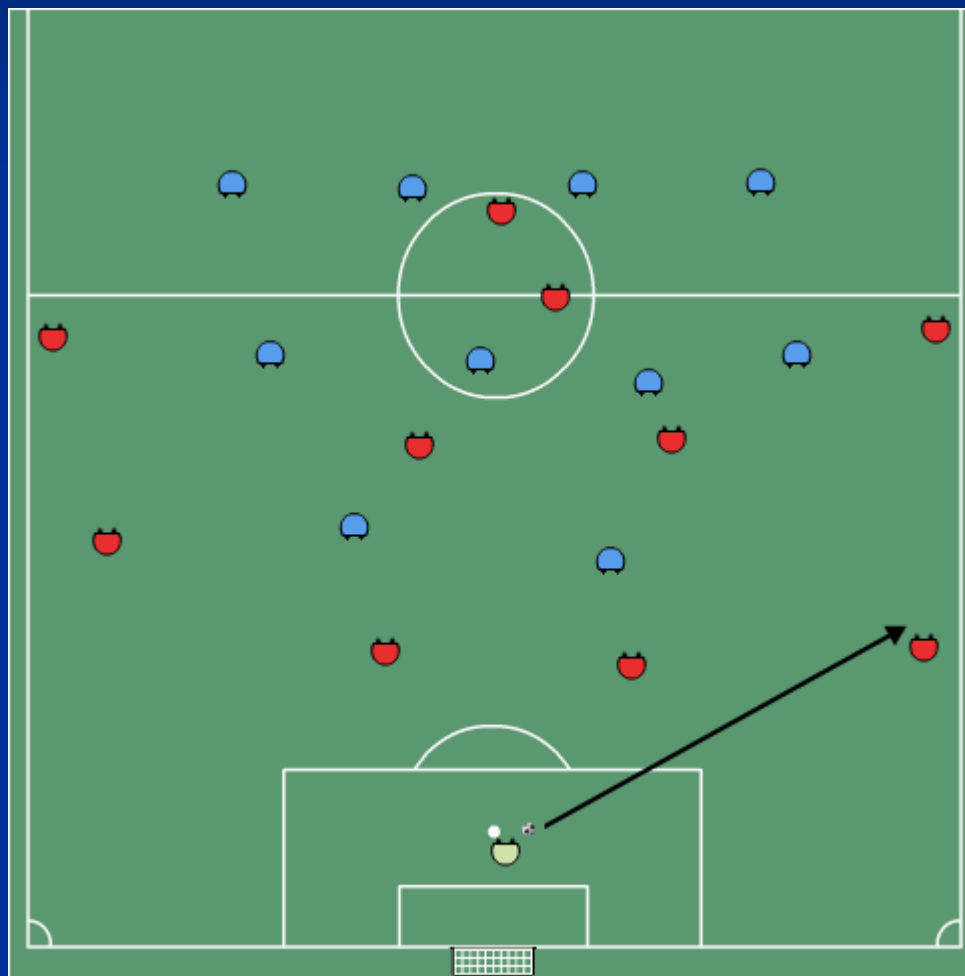
Attacking principles in general

- Fast transition from defense to attack and vice versa
- Pressure on the ball – as “high” as possible
- As few passes as possible when attacking
- Fast ball circulation
- Play the ball up – down –up
- The law of the opposite movement!

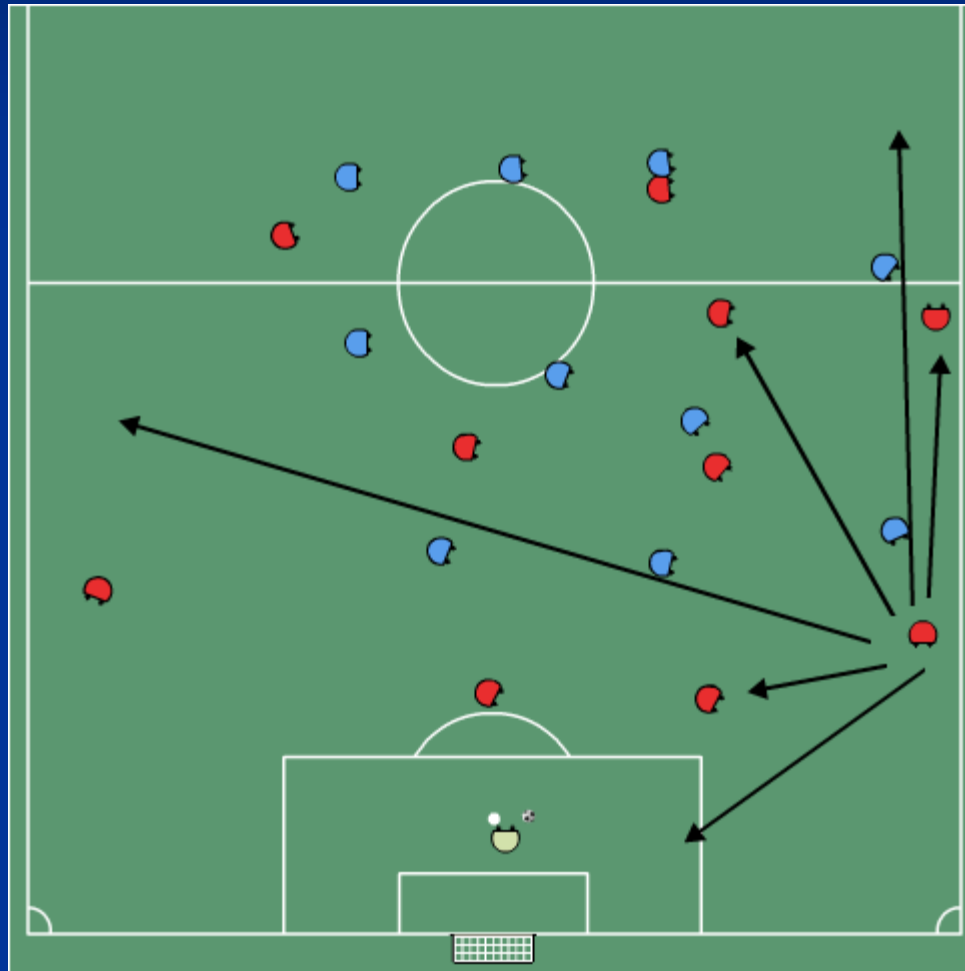
Attacking principles against a balanced defense

- The outside defender starts the build up
- The ball is played deep to:
 - The area behind the defensive line
 - The area in between the defensive- and midfield line
 - Diagonally to the opposite side – there is always room!
- Wall passes close to and inside the penalty area
- Always 3 players in the penalty area to finish the attack
- Keep the compact organization

Attacking a balanced defense



Attacking a balanced defense



The decisive attacking principle!

CREATIVITY

The importance of having a clear concept

- It gives you (and the players) a clear purpose and direction of your work
- It is easy to make adjustments during training and matches.
- In difficult times you can always go *back to basics*

**TEAM TACTICALLY TEAMBUILDING IS A
*STRUCTURAL PROCESS***

Coaching methodology

- Functional
- Players work in their positions – what and how they work – technically, tactically and if possible physically - is always related to the way we want to play 11 v 11
- The whole – part – whole model
- Requires the ability to identify how each exercise is related to “the way we want to play”

Trends – World Cup 2014

- Attacking and entertaining football – scoring more important than focusing on defense
- System of play -risk of temporarily loosing shape - flexibility
- Importance of fullbacks – 2:5:3
- Importance of the holding position in front of the defense.

Trends – World Cup 2014

- Tempo/physical fitness
- Transitions:
 - A player running with the ball
 - 2-3 quick passes forward
 - Long ball in the back room
- Strikers:
 - Lone forwards deep in the opponents half
 - Mobile and versatile

Trends - World Cup 2014

- Mental aspects:
 - mental strength and determination of the team
 - outstanding fitness
 - substitutions/ change of tactics
- Set pieces
- Goalkeeping
- The last 15/30 minutes

When the goals were scored

64 matches – 171 goals

- 1.-15. minute: 18 (10%)
- 16.-30. minute: 25 (15%)
- 31.-45. minute: 22 (13%)
- 46.-60. minute: 24 (14%)
- 61. 75. minute: 33 (19%)
- 76.-90. minute: 41 (24 %)
- Extra time: 8 (5%)

Actual playing time

- England – Italy: 64:49
- Brazil – Columbia: 39.18
- Average playing time: 55:14

To days game!

- Faster
 - Less space
 - Less time
- } Skills and power

■ Importance of the “key moment”

■ Team Work

WORK LOAD

	Walking	Jogging	Running	Sprinting	Total
Defenders					
Professional league	3.2 km	2.0 km	1.4 km	1.4 km	8.4 km
Top class amateurs	3.2 km	1.8 km	0.8 km	0.7 km	7.2 km
2nd class amateurs	4.2 km	1.7 km	0.7 km	0.5 km	7.6 km
5th class amateurs	5.0 km	1.2 km	0.4 km	0.3 km	7.5 km
Under 18 juniors	3.0 km	2.5 km	1.2 km	0.9 km	8.0 km
Midfielders					
Professional league	2.6 km	5.2 km	1.8 km	1.1 km	10.9 km
Top class amateurs	2.5 km	4.0 km	1.3 km	0.7 km	9.1 km
2nd class amateurs	3.1 km	3.3 km	1.0 km	0.6 km	9.0 km
5th class amateurs	4.5 km	2.0 km	0.6 km	0.3 km	8.4 km
Under 18 juniors	1.9 km	5.9 km	1.2 km	0.8 km	10.7 km
Attackers					
Professional league	3.4 km	2.0 km	1.6 km	1.8 km	9.8 km
Top class amateurs	3.2 km	1.9 km	0.8 km	1.2 km	7.8 km
2nd class amateurs	4.0 km	1.4 km	1.0 km	0.9 km	7.6 km
5th class amateurs	5.5 km	1.1 km	0.6 km	0.5 km	8.0 km
Under 18 juniors	4.6 km	2.2 km	1.0 km	1.3 km	9.3 km

Fitness training has to be football related – (principle of specificity)

- The players work in a way which is typical for football
- It's the “football muscles” we are using in training
- The physical improvement can easily be transferred and exploited during a match
- At the same time we are working on fitness we are also improving the technical and tactical skill in match like situations
- It's more motivating for the players

Fitness training – basic principles

- Must be flexible and adaptable
- The effect of training is reversible
- The effect of Super Compensation
- The principle of Progressive Overloading
- The importance of the Work-Rest ratio
- The principle of specificity

ENERGY SYSTEMS

Carbohydrates

Fats ----- ATP ----- WORK

Proteins

ATP: Adenosinetriphosphate

ENERGY SYSTEMS

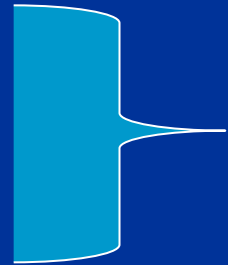
- The OXYGEN system
- The PHOSPHATE system
- The LACTIC ACID system

OXYGEN SYSTEM

CARBO.

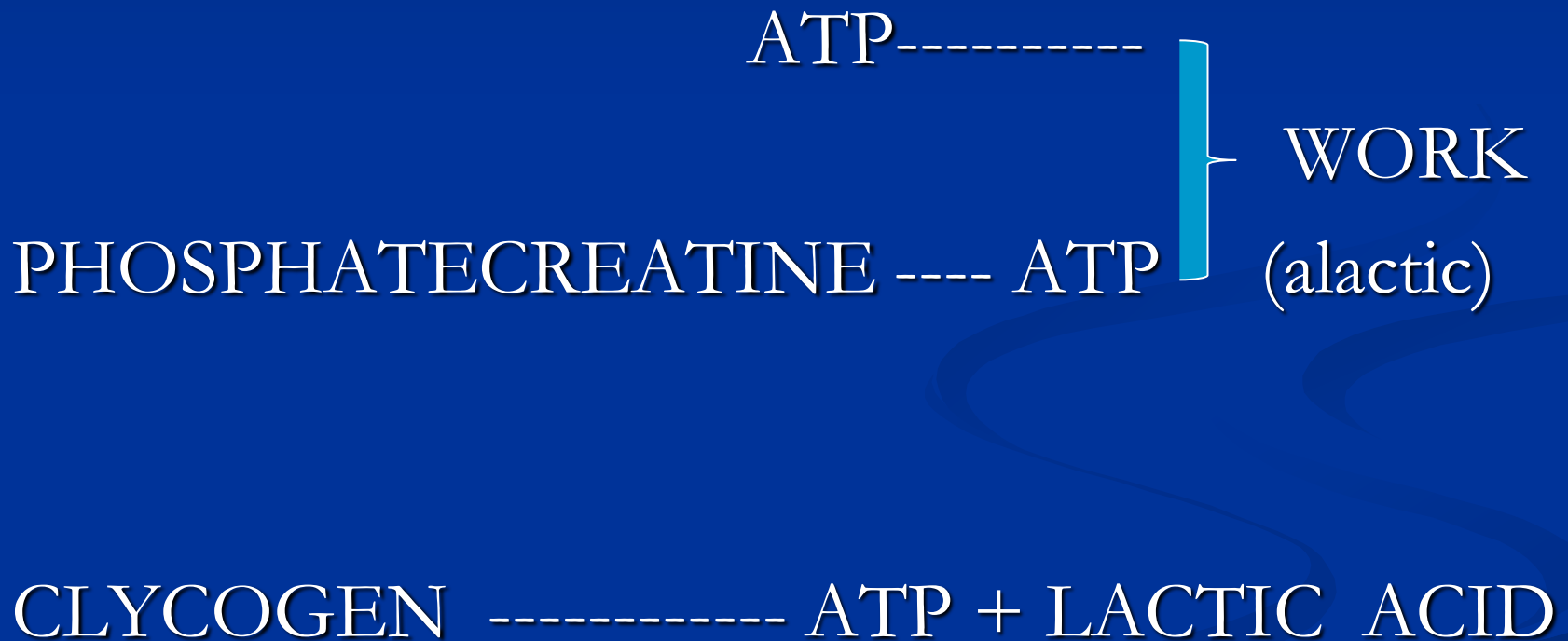
FATS

PROTEIN



+ O₂ --- ATP+CO₂ + heat

ANAEROBE SYSTEMS



FOOTBALL SPECIFIC ENDURANCE TRAINING

TO IMPROVE THE PLAYER'S BASIS FOR
KEEPING HIS **CONCENTRATION** AND
TECHNICAL – TACTICAL SKILLS
DURING 90 MIN OF HARD WORK

INTERMITTENT **AEROBIC** ENDURANCE
INTERMITTENT **ANAEROBIC** ENDURAN.

INTERMITTENT **AEROBIC** ENDURANCE

CONTINUOUS **EXTENSIVE** TRAINING:

- Work period: 10-60 min
- Intensity: HR: 160-180 = 80-85% MHR

Examples: 3x20 min – 2 min rest

3-5x10 min – 2 min rest

INTERMITTENT **AEROBIC** ENDURANCE

INTERVAL **INTENSIVE** TRAINING

- Duration: 30-40 min
- Work periods: 2-6 min
- Rest periods: 30 sec – 3 min
- Intensity: HR: 170-200 = 90%

Examples: 2min – 30-60 sec / 4min – 1-2 min /
6 min – 2-3 min

INTERMITTENT ANAEROBIC ENDURANCE

- To keep or improve the body's ability to quickly develop energy through anaerobic processes - **production training**
- To keep or improve the body's ability to continuously develop energy through anaerobic processes - **tolerance training** - that is to train the muscles to:
 - To tolerate lactic acid
 - To neutralize lactic acid
 - To remove lactic acid ^{JP2014} while working

ANAEROBIC PRODUCTION TRAINING

- Working periods: 20 sec
- Intensity: 100%
- Repetitions: 4-8 times
- Sets: 2-4
- Rest: 20-40 sec between repetitions
4-6 min between sets

ANAEROBIC TOLERANCE TRAINING

- Working periods: 45 sec
- Intensity: 100%
- Repetitions: 6-8
- Sets: 2-4
- Rest: 45 sec between repetitions
4-5 min between sets

Statement

- In modern football endurance is not the key to success
- The key to success is:
 - *Speed*
 - *Acceleration capacity*
 - *The ability to repeat short fast runs with short time intervals*

Starting strength

Working periods: 1-2 sec

Intensity: 100%

Repetitions: 8-10

Sets: 2-4

Rest: 30 sec. Between repetitions

4 to 6 minutes between sets

Acceleration

Working periods: 2-6 sec.

Intensity: 100% - flying start

Repetitions: 6

Sets: 1-2

Rest: 1-2 min. between repetitions

4 min- between sets

Speed endurance

Duration: 6-10 sec.

Intensity: 100%

Repetitions: 4-6

Sets: 1-2

Rest: 2-4 min. Between repetitions

6 minutes between sets

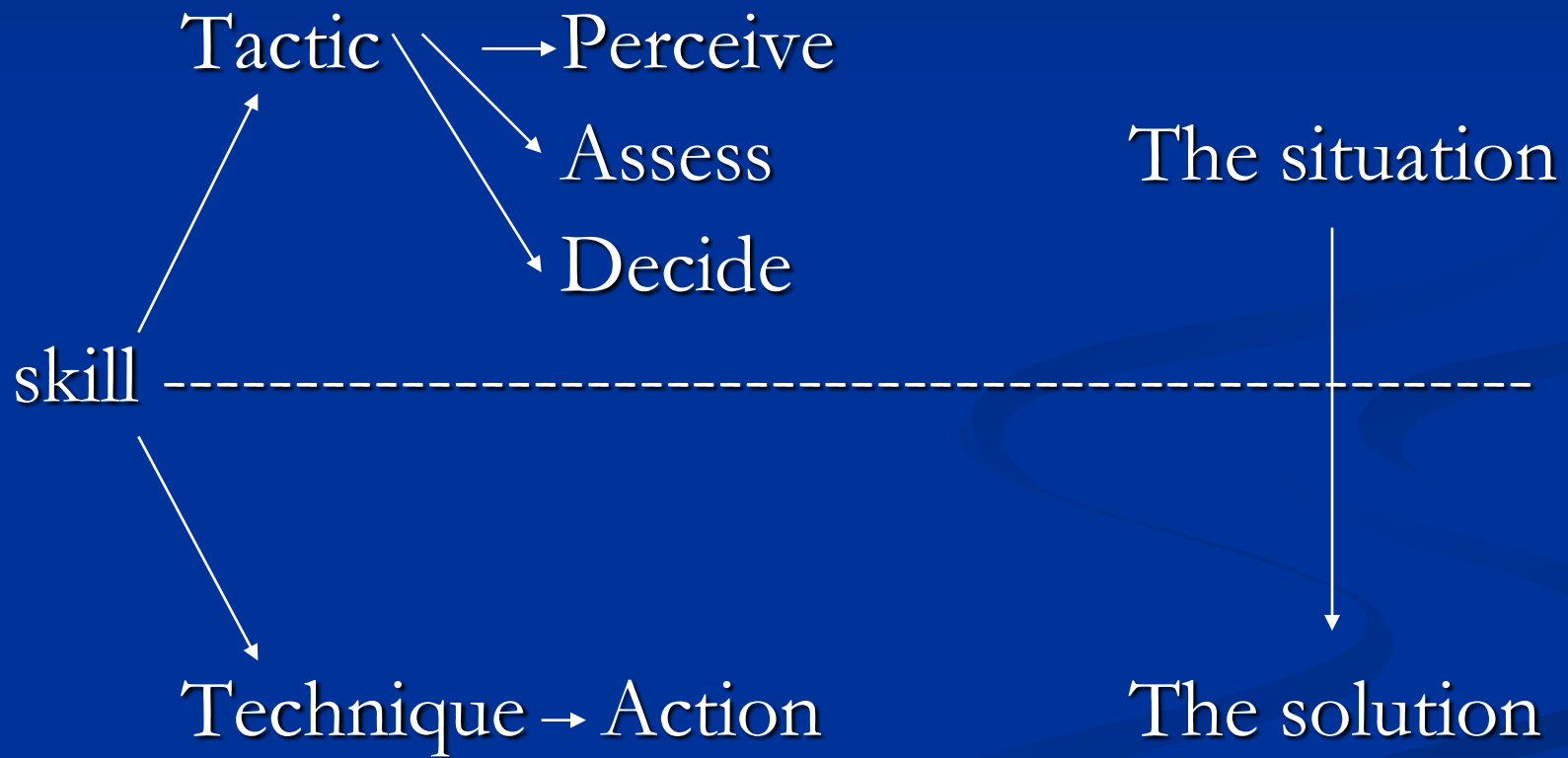
SHORT SPRINT CAPACITY

- Working periods: 1-2 sec
- Intensity: 100%
- Repetitions: 6-10
- Sets: 2-4
- Rest: 6-10 sec between repetitions
4-6 min between sets

Statement

You can teach a turtle to be a fast turtle –
but you can't transform it into a rabbit!

Football skill



4 types of players

	A	B	C	D
Ambitions	big	big	small	small
Performance				
Performance	big	small	big	small
Anxiety				

A diagram on the left side of the table shows the word 'Performance' with two arrows pointing to the 'Ambitions' and 'Performance' rows of the table.

Talent!

Talented players are born with
something special!



Personal leadership, vision, discipline,
enthusiasm and conscience =
character

4 Leadership styles

- *Directing* = S1 – structure, control and supervising
- *Coaching* = S2 – direct and support
- *Supporting* = S3 – praise, listen and facilitate
- *Delegating* = S4 – turn over responsibility for day-to-day decision-making

There is no best leadership style

Situational leadership

A player's performance level depends on his

- **Competence** – knowledge and skill
- **Commitment** – confidence and motivation

Different levels depending on the specific task

4 development levels

Low Competence - High Commitment	Some Competence - Low Commitment	High Competence - Variable Commitment	High Competence - High Commitment
D 1	D 2	D 3	D 4

Situational Leadership

Development level

Leadership style

D 1 →

S 1

D 2 →

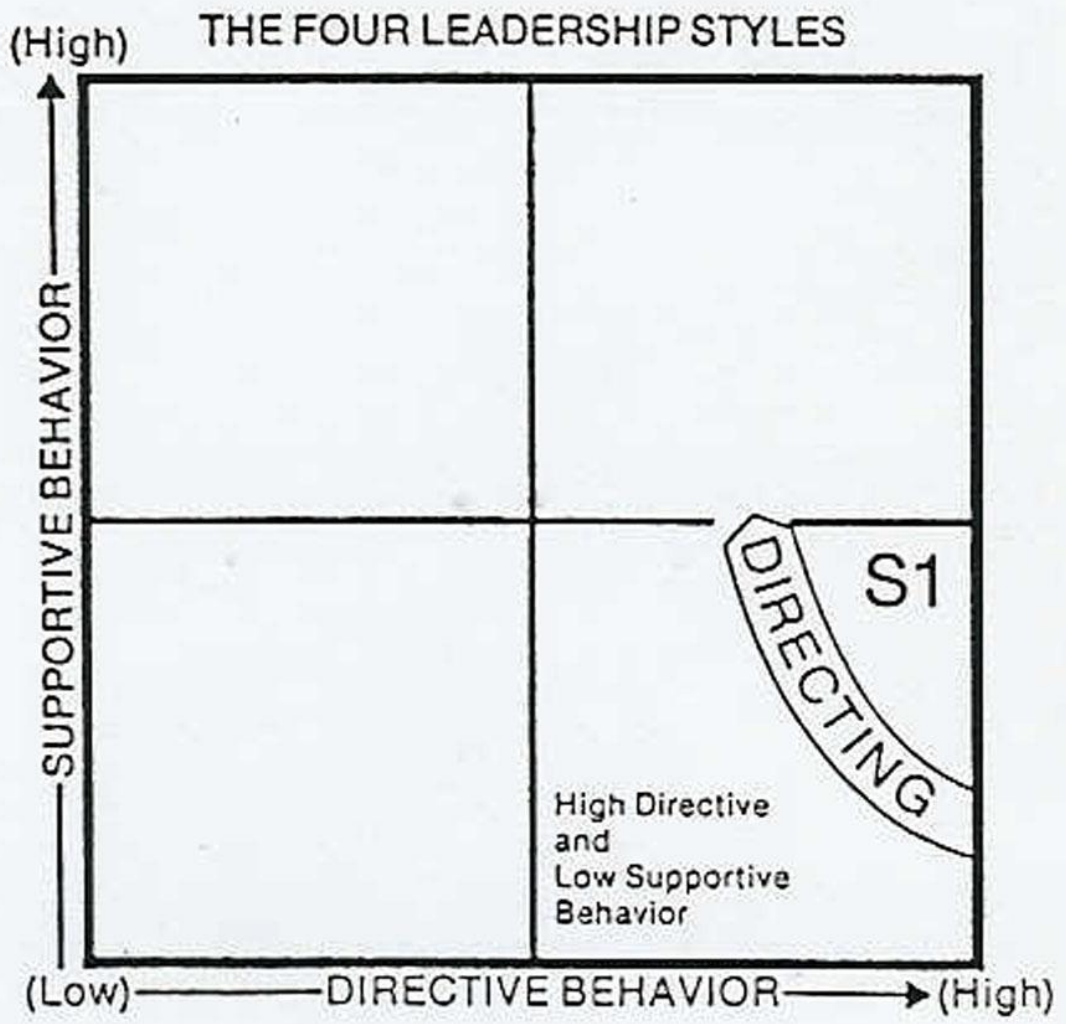
S 2

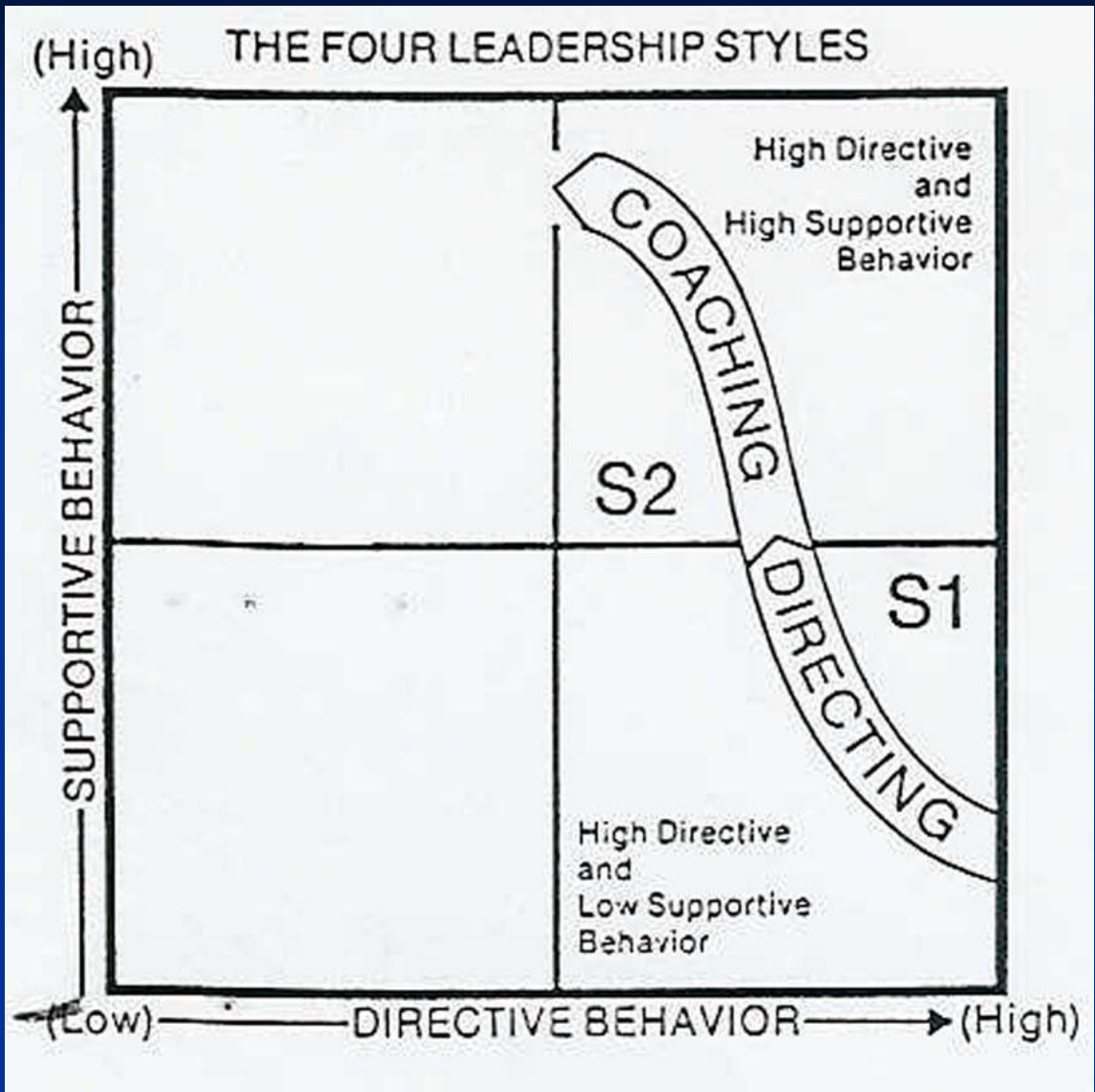
D 3 →

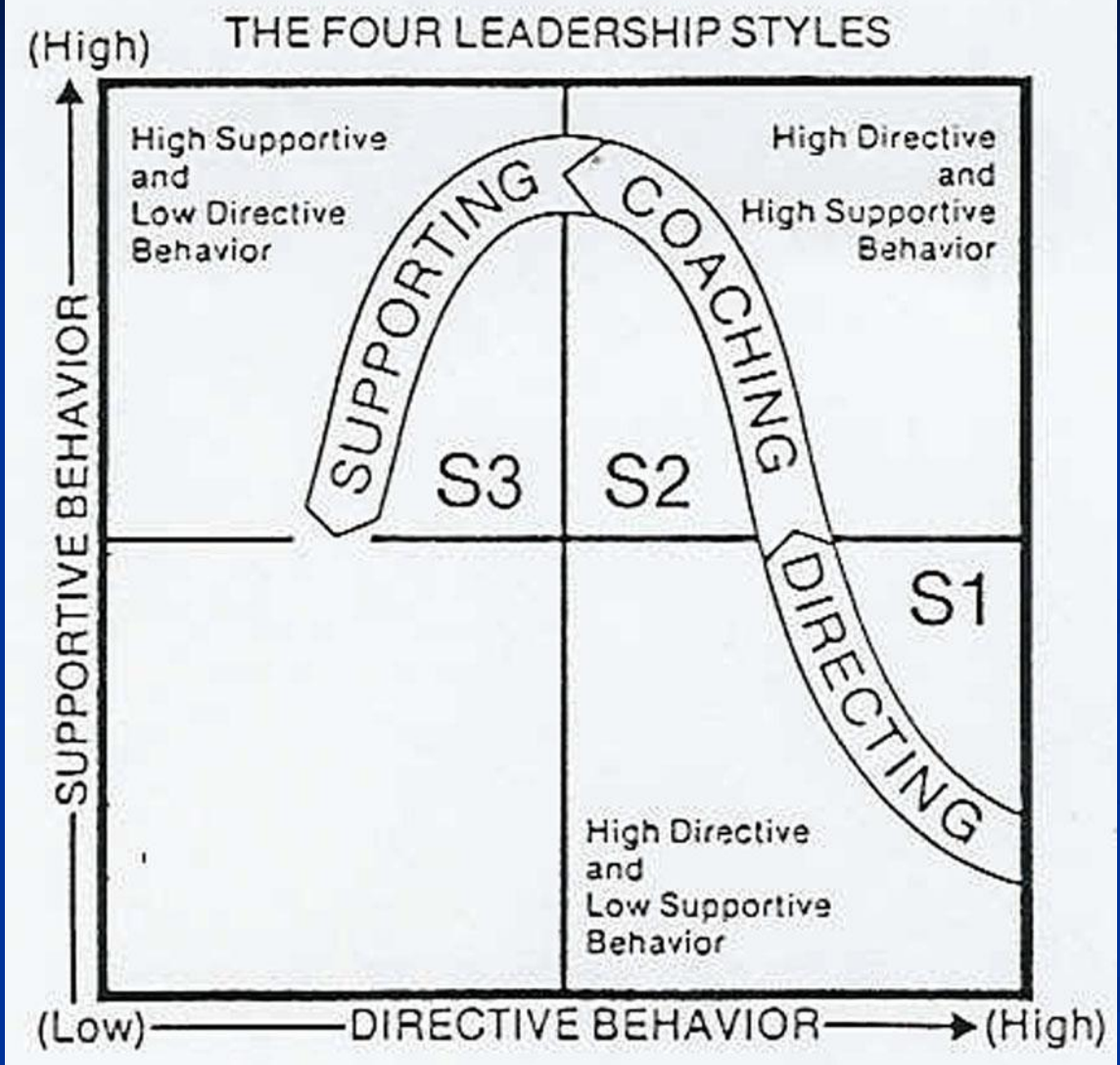
S 3

D 4 →

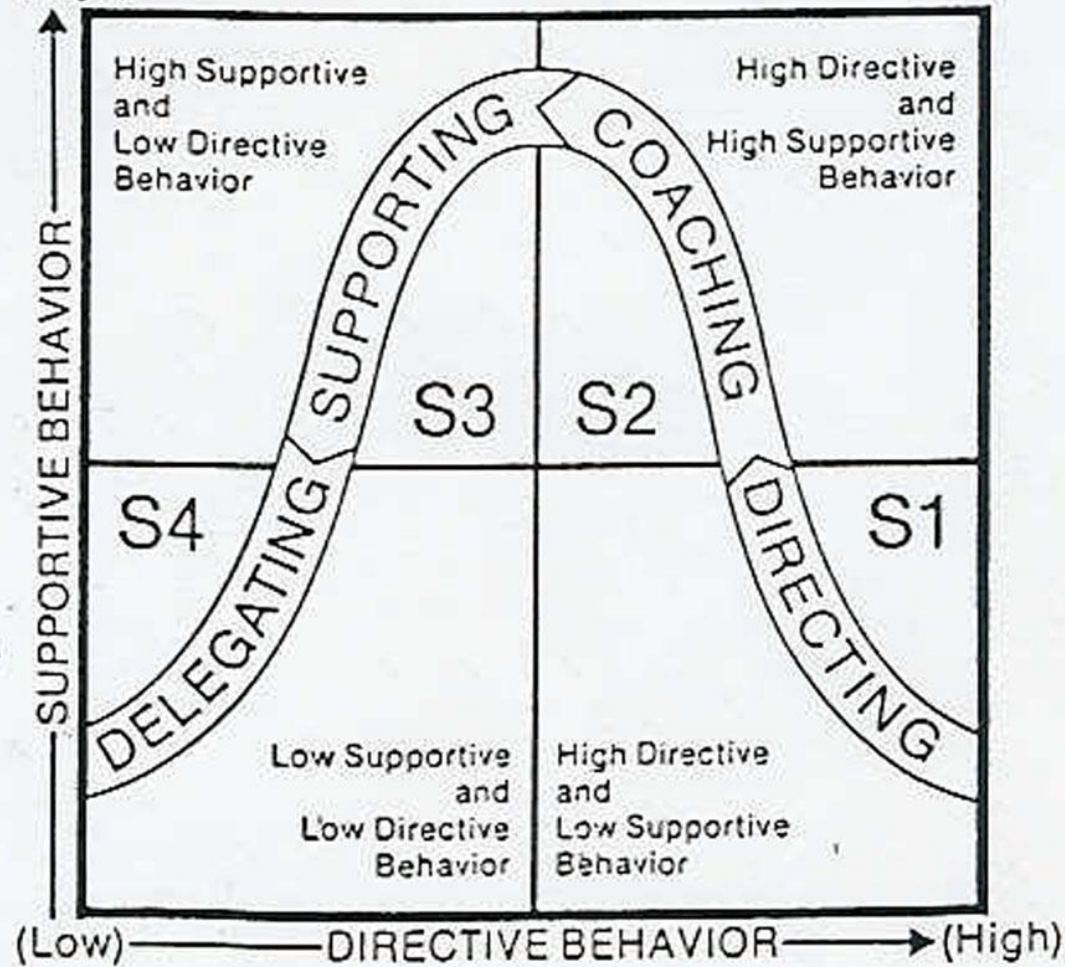
S 4





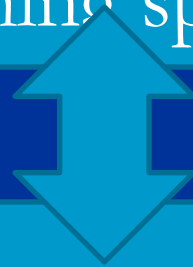


(High) THE FOUR LEADERSHIP STYLES



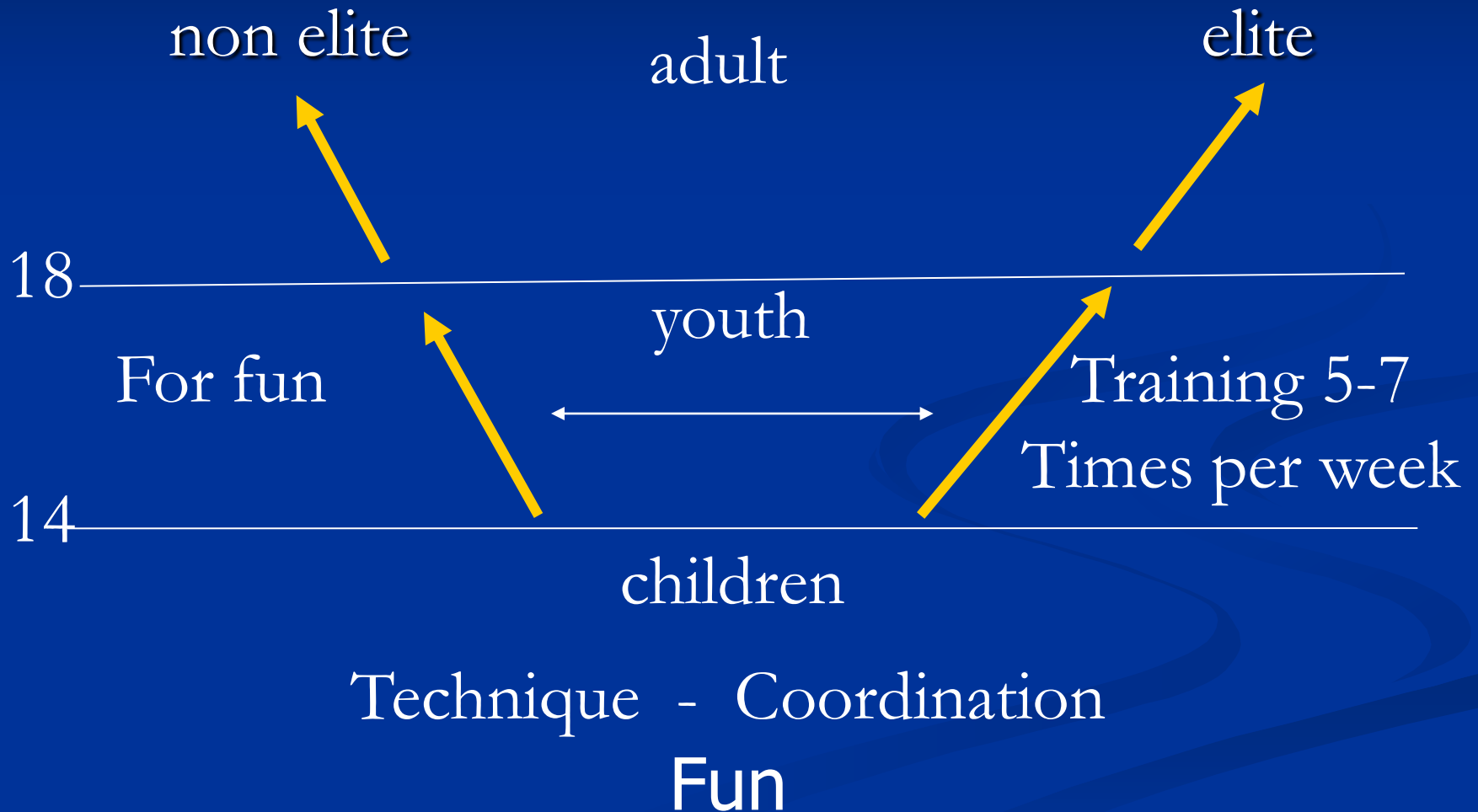
Talent?

Talented players are born with something special!



Hard work is the key !

Talent developing



Statement

No one can tell whether a boy age 10-11
will make it all the way to the national
team

DAY 3

- 14.00 – 14.45: Group 3 – 1vs 1 defensively
- 14.45 – 15.30: Group 4 – the overlap
- 15.30 – 16.15: Group 5 – the back 4

Amateur
football

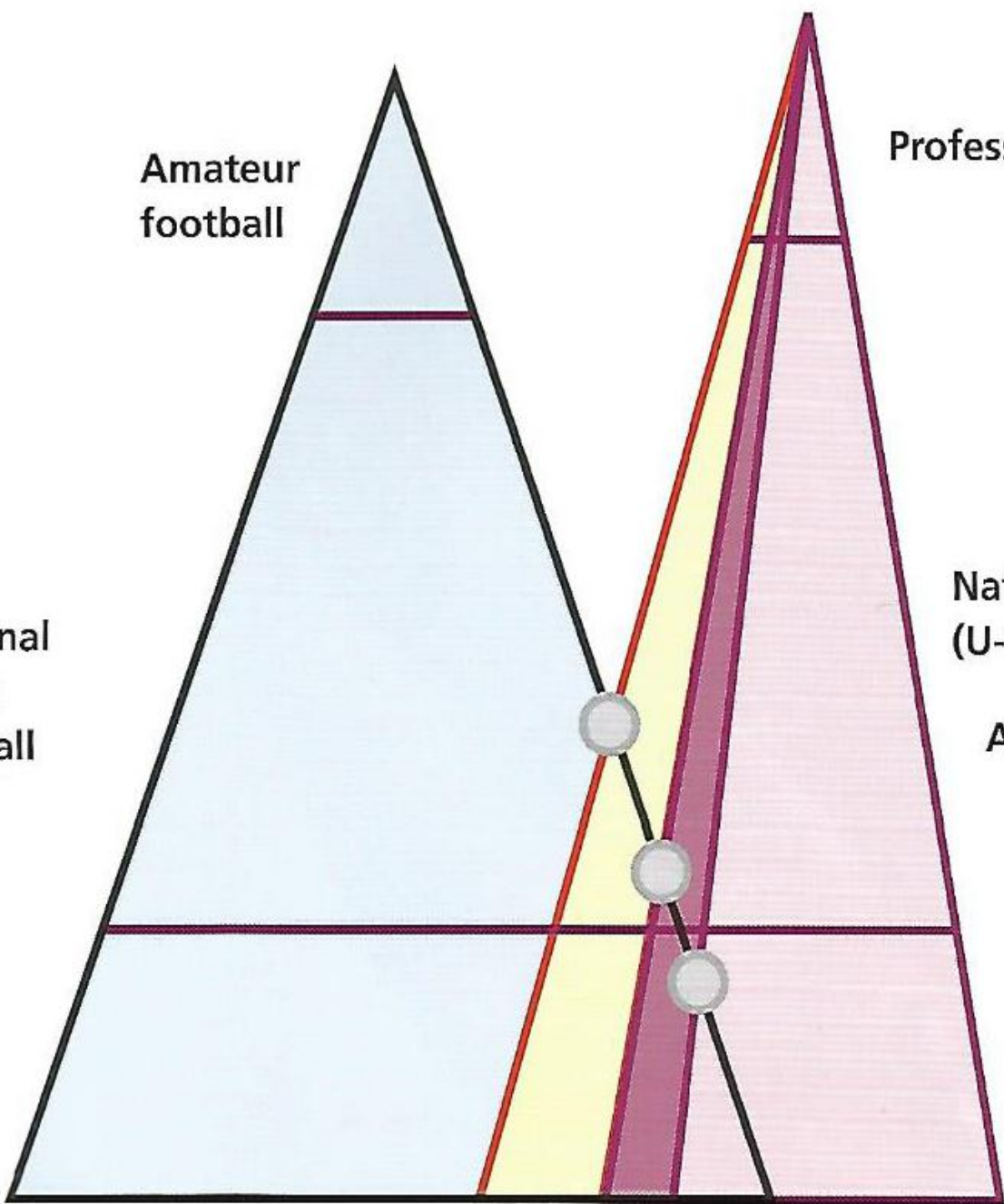
Professional football

Regional
youth
football

National elite championship
(U-13, U-15, U-17, U-19, U-21)

Academies

Football for 6-12 year olds
(organised, semi-organised
or informal)



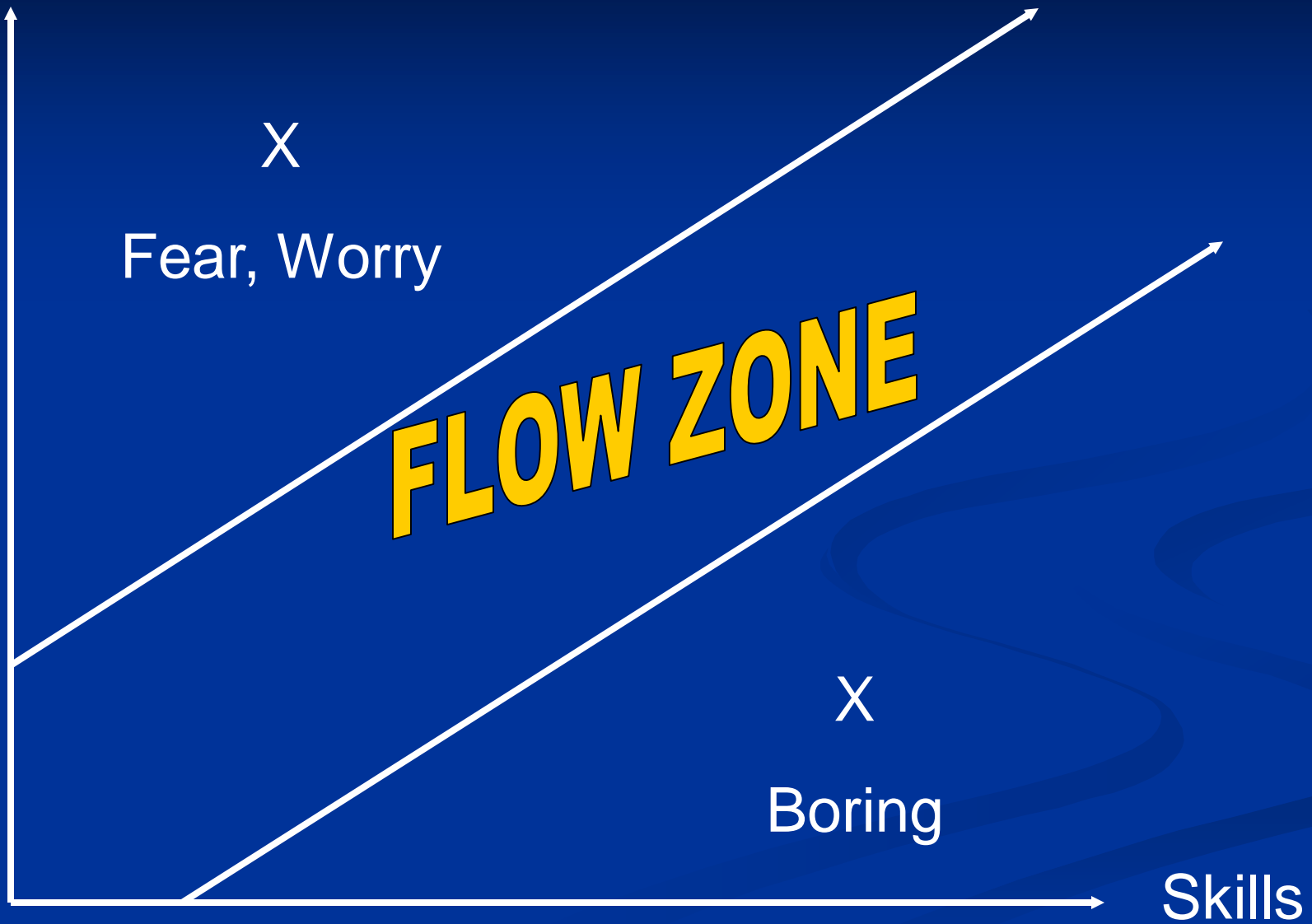
DAY 3

- 08.30 – 09.00: Video – attacking
- 09.00 – 09.30: Evaluation practical session
- 09.30 – 10.30: Planning a training session
- 10.30 – 10.50: Tea break
- 11.00 – 11.45: Group 1 – passing + turning
+ finishing
- 11.45 – 12.30: Group 2: 1vs 1 offensive

Introduction

- Why are you here?
- What are your expectations?
- How will you be sure you get the most out this course?

Challenge



The dual character of football

- Training to develop football skills
- Holistic approach: develop young peoples personal and social skills.

What are your goals?

- Favorite position – why?
 - What are your strengths?
 - What are your weaknesses?
 - What are your goals in 2015?
 - Where do you see yourself in 2017?
-
- How are you going to measure/achieve your goals?