



Investigation of the vocational experience periods of the UEFA champions league winner team head coaches

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Abstract

The aim of this research is to investigate how long it takes to turn success into a competency for the elite football coaches who won the UEFA Champions League Finals, taking into account the importance of their professional experience. The model of the research was determined as “Basic Qualitative Research”, and the data collection technique in the research was determined as “Document Analysis”. The analysis of the data in the research was made according to the Miles and Huberman model as a descriptive analysis. The universe of the research consists of the teams that won the UEFA Champions League Finals from 1993 to 2022. Its sample is the coaches of the teams that won the UEFA Champions League between 1993-2022. The sampling method of the research is density sampling based on heuristic approach. When the general and active working times of all the coaches who won the UEFA Champions League final from 1993 to 2022 are examined, it is seen that although the average of the coaching experience of the group is high, the champions in the first years of their coaching career are numerically superior to the experienced coaches. As a result, it has been understood that the length of the coaching experience is not a factor that directly affects the success.

Keywords: Football, champions league, coaching, experience

UEFA şampiyonlar ligi kazanan takım teknik direktörlerinin mesleki deneyim sürelerinin incelenmesi

Özet

Bu araştırmanın amacı, UEFA Şampiyonlar Ligi Finallerini kazanan elit futbol teknik direktörleri için, mesleki deneyimlerinin önemi dikkate alınarak, başarının ne kadar sürede bir yetkinliğe dönüştüğünü araştırmaktır. Araştırmanın modeli “Temel Nitel Araştırma”, araştırmada veri toplama tekniği “Doküman Analizi” olarak belirlenmiştir. Araştırmada verilerin analizi betimsel analiz olarak Miles ve Huberman modeline göre yapılmıştır. Araştırmanın evrenini 1993 yılından 2022 yılına kadar UEFA Şampiyonlar Ligi Finalleri'nde şampiyon olmuş takımlar oluşturmaktadır. Örnekleme ise 1993-2022 yılları arasında UEFA Şampiyonlar Ligi'nde şampiyonluk yaşamış takımların teknik direktörleridir. Araştırmanın örneklem yöntemi heuristik yaklaşım temelli yoğunluk örnekleimidir. 1993 yılından 2022 yılına kadar UEFA Şampiyonlar Ligi finali kazanan tüm teknik direktörlerin finale kadar olan kariyer süreçlerine yönelik genel ve aktif çalışma süreleri incelendiğinde, grubun antrenörlük deneyim süresi ortalamasının yüksek olmasına rağmen, teknik direktörlük kariyerinin ilk yıllarında şampiyon olanların sayısal olarak deneyimli antrenörlerden daha üstün olduğu görülmüştür. Sonuç olarak, teknik direktörlük deneyiminin uzunluğunun başarıyı doğrudan etkileyen bir faktör olmadığı anlaşılmıştır.

Anahtar kelimeler: Futbol, şampiyonlar ligi, teknik direktör, deneyim

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Genişletilmiş Türkçe Özet makalenin sonunda yer almaktadır.

INTRODUCTION

Coach development is assumed to be an all-encompassing term that refers to the process leading to enhanced expertise (Mallet et al., 2009). While training in memorization and reproduction of information assumes the main path of development of coaches (Morgan et al., 2013), practices involve other learning mechanisms (Gilbert & Trudel, 2001).

Coaching emerges as a result of increased practice in a particular context. In essence, the practical coaching context involves the interaction of the coach, player and club environment (Saury & Durand, 1998).

The global expansion of coaching science in recent years has generated a clear need to provide a systematic description of Coach development. In an attempt to determine the impact of elite coaches' education and knowledge, application skills and experience on success, many authors have conducted research on the origins of the knowledge and success gained by elite coaches (Salmela, 1995).

The increasing professionalization of coaching has also led to great activity in the field. With the increase in competition, it has become more important for coaches to increase their knowledge and experience. It has been found that more experienced coaches perceive themselves as more capable in planning, evaluation, management and training of athletes. (Barros et al., 2010).

Trainer's experience has been reported by many authors as one of the predictors that affect the perception of effectiveness of trainers (Rangeon & Gilbert, 2011).

One of the factors that most affect the expectations of the players is the success of the coach, and successful coaches gain more competence (Manley et al., 2010). In this case, an important aspect to consider in the experience and reputation of the trainer is the analysis of the process that brings achievements.

According to Bronfenbrenner's theory of ecological systems, professional development of coaches will occur when they regularly participate in social interactions and field-related activities that become more complex over time (Bronfenbrenner, 1999). Therefore, in order to better understand the development and success of football coaches, it is useful to examine the time and situations that focus on developmental pathways and activities.

Football is one of the most difficult games to learn and master. However, despite the recognition that the process of learning to play football is long and gradual, it is important to

understand the learning and success process of the coach in the manager position of the football team. In football, technical, tactical and team management skills play a big role in team success. It may take time for the coach to rise to an elite level professionally and develop his skills to use his abilities and moves effectively. Many studies have shown the importance of past experiences as the main sources of coaching information (Jones et al., 2004).

The purpose of this research is to examine how long the experience of elite coaches turns into competence. There are many studies in the literature about football, which is followed by the majority of the world population, and especially the UEFA Champions League Cup, which is followed by a large audience. In this study, the professional experience periods of the championship-winning team head coaches were examined. In this respect, it is a unique study that examines the experience period of coaches before becoming champions of the Champions League. It will make a significant contribution to the career management and planning of football coaches at all levels, and most importantly to the academic literature.

METHOD

The method of the research was determined as “Basic Qualitative Research” and the data collection technique in the research was determined as “Document Analysis”. In the analysis of the data in the research, the Miles-Huberman model, which is a descriptive analysis form, was used.

Universe and sample

The universe of the research is the teams that won UEFA Champions League Cup Finals between 1993 and 2022. The sample consisted of the coaches of the teams that won the championship. Density sampling was used in the sampling method of the study. Density sampling used in qualitative research includes the best or most informative examples of the investigated phenomenon rather than extreme or unusual situations (Morgan & Morgan, 2008). Among the qualitative research methods, heuristic-based research generally uses density sampling (Mays & Pope, 2000). The phenomena studied in heuristic studies need not be extraordinary, pathological, or contradictory. Instead, it is essential that they contain intense information and have samples that can reach different and new information over time (Strauss & Corbin, 2015). The heuristic approach aims to discover and make sense of the nature of the studied event or phenomenon through self-experiences and the researcher's subjective explanations (Denzin & Lincoln, 2008). It enables the researcher to clearly express and make sense of the creative thought that exists within him. The heuristic approach is the

only research approach that enables the researcher to establish subjective and creative connections between the researcher and the researched phenomenon by considering the implicit knowledge of human experiences (West, 2001).

Research ethics

The ethics committee decision was taken from Istanbul Topkapi University, The Ethics Committee and Ethics Committee Permission was obtained (Document date and number: 21.03.2023-2023/3 E-49846378-302.14.1-2300002933).

Data collection

In quantitative research, there is an orientation based on hypotheses, and in qualitative research, the problem situation related to the examined event or phenomenon is transformed into a question sentence. The questions to be addressed in the research answered by adhering to the principles of qualitative research methods. Because, as discussed in the literature, qualitative research is built on the criticism of the ontological, epistemological and axiological assumptions of the quantitative research paradigm (Tanyaş, 2014). Based on an interpretative philosophy, qualitative data analysis is usually a combination of (i) rough analysis (review, condensation, summarization) and (ii) detailed analysis (categorization elaboration, hermeneutic interpretation, data description) of the data set being studied. The aim is to produce common explanations by describing various data, describing in detail or comparing different data (Flick, 2013). In qualitative studies, the analysis process mainly involves understanding the essence of large amounts of data by reducing the volume of raw data, identifying important patterns, and creating a logical chain of evidence for the researched phenomenon by extracting meaning from the data (Patton, 2014). For the validity of the research, data triangulation was made and the data collected from at least 2 different sources were interpreted by making document analysis, thus increasing the internal validity of the study. The data were taken from the archives, which contain information about the UEFA Champions League finals, which are accessible on the internet. Archive information about the team head coaches who won the championship after the final competitions was reached. The characteristics of the relevant coaches were interpreted in direct proportion to the document analysis method in qualitative research.

Data collection tools

For the research, official website of the UEFA “www.uefa.com” and such databases of football “www.transfermarkt.com” and “www.instat.com” where detailed information about teams, coaches and athletes are available. It is aimed to reach the necessary documents by

examining e-content documents containing coaches data. In addition, validity-reliability in qualitative studies is handled differently from quantitative studies (Yıldırım & Şimşek, 2013). In terms of the reliability of the study, the “triangulation” technique, perhaps the most well-known and applied strategy, was used to increase its internal validity. Triangulation is the comparison of results from two or more data sources. In this way, the weaknesses of one of the methods can be compensated with the strengths of the other method (Streubert & Carpenter, 2011). In this study, documents from at least two different databases were compared and examined.

The analyses of the data

In this research, it is aimed to form a basis for data analysis with the theory known as 'Embedded Theory'. This type of analysis was developed by Glaser and Strauss (2006). Embedded theory is used both as a research strategy and as a data analysis method. Today, it is called the most impressive paradigm for qualitative research method (İlgar & İlgar, 2013). In embedded theory, data collection and data analysis are directly related to each other. Each collected data is directly compared with the next data, and in this way the comparison is continued until the most common data is reached. The embedded theory method consists of systematic but flexible guidelines developed for collecting and analyzing qualitative data with the aim of constructing theories embedded in and sourced from data (Charmaz, 2006). Data analysis in embedded theory is a well-defined process that begins with basic descriptions, continues with conceptual arrangement, and leads to theorization (Patton, 2002). Embedded theory has turned into an excuse presented to the scientific world for the qualitative approach by ensuring that qualitative research is evaluated according to quantitative standards (Atkinson, 1997).

FINDINGS

Professional experience period of UEFA Champions League winner team head coaches until they become champions




















Experience is one of the most important phenomena to gain a skill. Specialization in a job depends on very repetition and persistence. It is one of the most important factors that improve talent and working skills in football. Every training and every competition played in professional football develops the footballer in terms of experience, as well as the coach who manages the football team.

As in acting, making decisions and making the right moves in coaching develops if it is strengthened with work beyond skill, and with experience beyond work. Each season has a

different preparation process, tournament and league process. Every process contains new experiences and lessons. Players and coaches develop as they play matches.

For this reason, the UEFA Champions League winner team head coaches have achieved high successes after an absolute experience.

Table 1. Head coaching experience before the UEFA Champions League cup winner.

Year	Head Coach	Head Coaching Start Date	Experience Time – Working Seasons Until Championship
2022	 Carlo Ancelotti	1995	27 years - 25 seasons
2021	 Thomas Tuchel	2009	12 years - 10 seasons
2020	 Hansi Flick	1996	24 years - 10 seasons
2019	 Jurgen Klopp	2001	18 years - 18 seasons
2018	 Zinedine Zidane	2014	4 years - 4 seasons
2017	 Zinedine Zidane	2014	3 years - 3 seasons
2016	 Zinedine Zidane	2014	2 years - 2 seasons
2015	 Luis Enrique	2008	7 years - 6 seasons
2014	 Carlo Ancelotti	1995	19 years - 19 seasons
2013	 Jupp Heynckes	1979	34 years - 28 seasons
2012	 Roberto Di Matteo	2008	4 years - 3 seasons
2011	 Pep Guardiola	2007	4 years - 4 seasons
2010	 Jose Morinho	2000	10 years - 9 seasons
2009	 Pep Guardiola	2007	2 years – 2 seasons
2008	 Sir Alex Ferguson	1974	34 years – 34 seasons
2007	 Carlo Ancelotti	1995	12 years – 12 seasons
2006	 Frank Rijkaard	1998	9 years - 7 seasons
2005	 Rafael Benitez	1994	11 years - 9 seasons
2004	 Jose Morinho	2000	4 years - 4 seasons
2003	 Carlo Ancelotti	1995	8 years - 8 seasons
2002	 Vicente Del Bosque	1987	15 years - 6 seasons
2001	 Ottmar Hitzfeld	1983	18 years - 18 seasons
2000	 Vicente Del Bosque	1987	15 years – 4 seasons
1999	 Sir Alex Ferguson	1974	25 years – 25 seasons
1998	 Jupp Heynckes	1979	19 years – 19 seasons
1997	 Ottmar Hitzfeld	1983	14 years – 14 seasons
1996	 Marcello Lippi	1985	11 years – 11 seasons
1995	 Louis Van Gaal	1991	4 years – 4 seasons
1994	 Fabio Capello	1991	3 years – 3 seasons
1993	 Raymond Goethals	1957	36 years – 36 seasons

Source: (UEFA, 2023)

In the table 1, we see the years of experience of the champion team head coaches who won the Champions League Cup before they became the champions. It contains clear information about the professional period of the coaches at the end of their active football period, from the date they stepped into head coaching until the championship, and how long they were contracted and officially active head coaching within a club within this period. As it is known, when things go bad in football coaching, a dismissal or resignation is often experienced. It has been relatively easy to change the coach who manages them, than to replace 20 or more players all at once. For this reason, the time not worked in coaching will be considered as a passive period, and an evaluation will be made by revealing a general process for starting coaching and the championship process, and by subtracting the passive working status from this general process.

What is the average year of overall experience of team coaches who have won the Champions League Cup?

In football, the transition from the athlete to the coaching side brings with it a difficult and grueling process. Staying on the field as an athlete and managing the order that includes the athletes, team, training, game system and many other parameters as a coach are different from each other. At the point reached after a high experience and a good trainer training, the way each coach transitions to the coaching profession may be different. Although some stepped into the profession as an assistant coach, some as a youth coach, and some as a player coach, he finally started his career with the responsibility of a team as the head coach. With this beginning, the time elapsed between the date of starting the profession as a professional team coach, who has now reached the position of manager with the name of technical responsible and manager, and the time when success is achieved, will give us the general coaching experience period.

We examine the overall experience averages of the champion team head coaches in the Champions League cup finals, based on the date they started their career as a professional team technical manager, and the average of years of experience until the time they reach the target success.







Figure 1. Average years of experience

In the figure 1, we see the average years of experience of the 19 champion team head coaches who won the Champions League before they became champions. The general experience period of the coaches shown in Table-1 was summed up and divided equally by the number of coaches, and the average of the general professional experience was calculated as 13 years. In other words, this data pointing to an average of at least 13 years of professional time and a fairly long time in head coaching gives the impression that a success that is difficult to catch is based on a long working process.

Who are below the overall experience average of 13 years for Champions League winner team head coaches?

Table 2. Below 13 years overall experience average

Year	Head Coach	Head Coaching Start Date	Below 13 Years Overall Experience Average
2021	 Tomas Tuchel	2009	12 years
2016	 Zinedine Zidane	2014	2 years
2015	 Luis Enrique	2008	7 years
2012	 Roberto Di Matteo	2008	4 years
2009	 Pep Guardiola	2007	2 years
2006	 Frank Rijkaard	1998	9 years
2005	 Rafael Benitez	1994	11 years
2004	 Jose Morinho	2000	4 years
2003	 Carlo Angelotti	1995	8 years
1996	 Marcello Lippi	1985	11 years
1995	 Louis Van Gaal	1991	4 years
1994	 Fabio Capello	1991	3 years

In the table 2, we see the Champions League winner team head coaches who have less than 13 years of head coaching experience.

What is the average number of years of active work for Champions League winning managers until they become champions?

As it is known, when football head coaches start to run a football team, they may not stay on duty until their employment contracts are completed. An early separation may be inevitable due to reasons such as bad results, negative situations, compatibility problems, fan pressure, strategic mistakes. In such cases, changing the head coach rather than replacing more than 20 players seems more logical for sports managers. Even if the technical directors leave their jobs and their professional lives continue, they fall into a passive waiting state. For head coaches, re-signing with a club can be immediate, it can take several months or more than one season. For this reason, it is of great importance to determine the period of active work of the head coaches as technical directors from the date they started their profession.

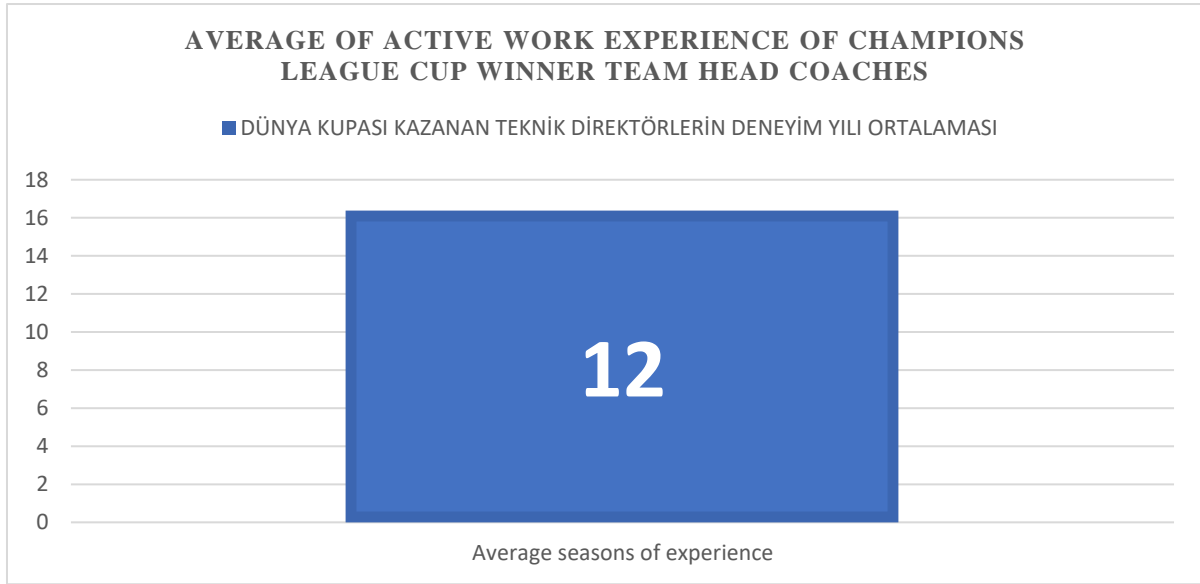











Figure 2. Average seasons of active work experience

In the figure 2, it is seen that the active work experience year has decreased to 12 and the results do not change when the active working year is taken as the basis compared to the first graph, which is based on the year of starting head coaching.

Who are below the average of active experience of 12 seasons for Champions League winner team head coaches?

Table 3. Below 12 football seasons active work experience average

Year	Head Coach	Head Coaching Start Date	Below 12 Seasons Active Work Experience Average
2021	 Tomas Tuchel	2009	10 seasons
2020	 Hansi Flick	1996	10 seasons
2016	 Zinedine Zidane	2014	2 seasons
2015	 Luis Enrique	2008	6 seasons
2012	 Roberto Di Matteo	2008	3 seasons
2009	 Pep Guardiola	2007	2 seasons
2006	 Frank Rijkaard	1998	7 seasons
2005	 Rafael Benitez	1994	9 seasons
2004	 Jose Morinho	2000	4 seasons
2003	 Carlo Angelotti	1995	8 seasons
2002	 Vicente Del Bosque	1987	4 seasons
1996	 Marcello Lippi	1985	11 seasons
1995	 Louis Van Gaal	1991	4 seasons
1994	 Fabio Capello	1991	3 seasons

As can be seen in the table 3, it is understood that 14 successful coaches have an average of active working time until the Champions League finals, but they show a superior success despite the short experience period.

What is the percentage distribution of the team head coaches who have won the championship as a result of the finals, according to the average of at least 13 years of overall experience?



Figure 3. Average experience breakdown

In the general experience table, 7 out of 19 coaches have a professional experience of 13 years or more, 63% of them are below the average of general coaching years of experience, and 37% of them have a professional experience of 13 years or more.

What is the percentage distribution of the team head coaches who have won the championship as a result of the finals, according to the average active work experience of at least 12 football league seasons?

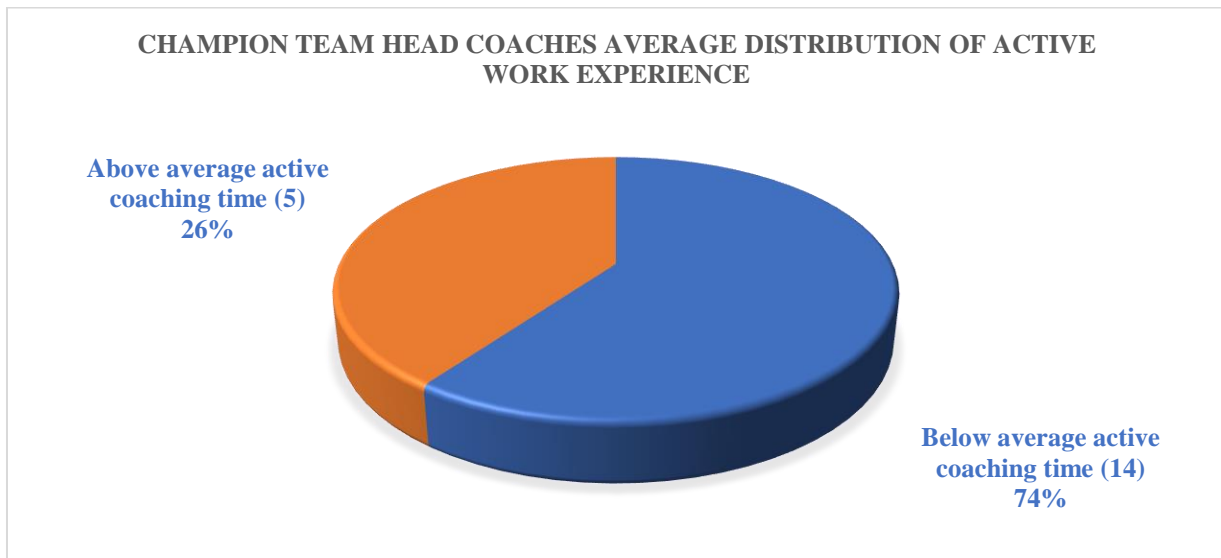


Figure 4. Average distribution of active work experience

In active work, 14 out of 19 head coaches are below the average contains 74% of them, and 5 head coaches have a professional active work experience as a head coach of 12 seasons or more.

DISCUSSION

Discussing the different needs of team sport coaches, Brack (2002), noted roles with distinctive competencies for a coach. For example, in the role of “Instructor” coaches must demonstrate field competence, while in the role of “Manager” a coach must have strategic knowledge. Understanding what professional experience and how long this strategic knowledge is gained is important for facilitating the development of new generation coaches and for their career planning.

Barros et al. (2010), research found that more experienced coaches perceive themselves as more capable of planning, evaluating, managing and training athletes. However, this study also does not show the relationship of experience to coaches' time to success. One of the factors that most affect the expectations of the players is success. Thus, success gives coaches

more competence (Manley et al., 2010). A top-notch achievement early on can raise a coach's proficiency very high.

Experience as a coach, assistant coach and player is essential for a high level of good performance, especially in football (Mielke, 2007). The 13 years of general coaching experience for the 19 coaches who have won the Champions League Cup gives the impression that a long experience is the basis of a prestigious success. However, there are differences between the characteristics of different trainers (Geeraerts et al., 2021). 14 of the 19 coaches whose active working times we examined were below the 12-season active working experience determined in the research. Younger coaches are considered to be more creative and innovative, while older coaches have broader subject knowledge and management skills. However, no difference was found when the motivation to achieve goals and social skills were compared according to the age of the coach (Dimec & Kajtna, 2009). In the research, it was seen that there were coaches who won the Champions League trophy in the first years of their coaching years. Professionally important qualities of a coach are one of the factors and a prerequisite for the effectiveness of the athlete's competitive activity (Malinovsky & Petrovska, 2017). Winning the Champions League Cup early in your coaching years is an important quality in this regard. It was observed that some of the coaches included in the research achieved the same success in different years during their careers.

With the calculation of the average of the active working time of the champion team head coaches in the UEFA Champions League Cup finals as 12 football seasons, it is seen that the active working time of the trainers has remained below the general average since the start of the profession. When things go wrong in professional football, it's very difficult to replace 20 or more team players. But a manager change is considered to be a relatively easy option. For this reason, head coaches may be unemployed in the first weeks of the season or in the middle of the season. The passive working process begins until a new football club is signed. The time that the head coaches and technical team are active is directly related to their ongoing contracts. In this case, it is usual for a head coach to differ between the length of his professional career and the duration of active work. Indeed, one could conclude that 'head coach longevity' is a true oxymoron (Mielke, 2007). However, the unemployment time of the winning coaches winning the Champions League is negligible. Stability is the most important feature that distinguishes successful coach from other coaches.

CONCLUSION

The aim of this study is to examine the coaching experience periods of the coaches of the club teams that became champions as a result of the Champions League Cup finals held between 1993 and 2022. The following conclusions are drawn from the presented data and discussions:

1- To become a head coach/manager in major club teams, the individual has a long process of experience. However, it is seen that the majority of coaches have achieved great success at the very beginning of their careers.

2- The general coaching experience and active working times of all coaches in the current analysis are very close to each other. It turns out that the unemployment of champion head coaches is almost non-existent.

3- Among the coaches are those who have won the trophy in the same team and as the coach of different teams.

4- 7 out of 19 successful head coaches became champions within the first 5 years of starting their career. 10 head coaches reached their peak within the first 10 years of their first professional experience.

5- The length of experience in head coaching is not a factor that directly affects success.

It is stated as “the most prestigious football club tournament in Europe” by UEFA. The study was limited to the experience period of the champion team head coaches and did not meet all the ideal club team coach characteristics. But as a result, it contributes to our idea of successful coaches by examining the champion head coaches.

GENİŞLETİLMİŞ ÖZET

GİRİŞ

Son yıllarda koçluk biliminin küresel genişlemesi, Koç gelişiminin sistematik bir tanımını sağlamak için açık bir ihtiyaç doğurmuştur. Elit koçların eğitim ve bilgilerinin, uygulama becerileri ve deneyimlerinin başarı üzerindeki etkisini belirlemek amacıyla birçok yazar, elit koçların kazandığı bilgi ve başarının kökenleri üzerine araştırmalar yapmıştır. (Salmela, 1995) Oyuncuların beklentilerini en çok etkileyen faktörlerden biri antrenörün başarısıdır ve başarılı antrenörler daha fazla yetkinlik kazanırlar (Manley ve ark., 2010). Bu durumda, antrenörün deneyimi ve itibarında dikkate alınması gereken önemli bir husus, başarıları getiren sürecin analizidir. Futbol, öğrenmesi ve ustalaşması en zor oyunlardan biridir. Ancak futbol oynamayı öğrenme sürecinin uzun ve kademeli olduğu kabul edilse de futbol takımının yöneticisi konumundaki antrenörün öğrenme ve başarı sürecini anlamak önemlidir.

Bu araştırmanın amacı, elit teknik direktörlerin deneyimlerinin ne kadar sürede yetkinliğe dönüştüğünü incelemektir. Dünya nüfusunun büyük bir çoğunluğunun takip ettiği futbol ve özellikle de büyük bir kitle tarafından takip edilen UEFA Şampiyonlar Ligi Kupası ile ilgili literatürde pek çok çalışma bulunmaktadır. Bu çalışmada şampiyonluk kazanan takım baş antrenörlerinin mesleki deneyim süreleri incelenmiştir. Bu yönü ile, teknik direktörlerin Şampiyonlar Ligi şampiyonu unvanı almadan önceki deneyim sürelerini inceleyen benzersiz bir çalışmadır. Her seviyedeki futbol antrenörlerinin kariyer yönetimi ve planlamaları ile en önemlisi akademik literatüre önemli katkı sağlayacaktır.

YÖNTEM

Araştırmanın metodu “Temel Nitel Araştırma” olarak, çalışmadaki veri toplama tekniği ise “Doküman İncelemesi” olarak belirlenmiştir. Araştırmadaki verilerin analizi ise betimsel analiz biçimi olan Miles-Huberman modeli kullanılmıştır.

Araştırmanın evrenini 1993-2022 yılları arasında UEFA Şampiyonlar Ligi Kupası Finali kazanan takımlar oluşturmaktadır. Örneklemini ise şampiyon olan takımların teknik direktörleri oluşturmaktadır. Araştırmanın örnekleme yönteminde yoğunluk örnekleme kullanılmıştır. Nitel bir çalışmada kullanılan yoğunluk örnekleme, aşırı veya sıra dışı durumlardan ziyade, araştırılan olgunun en iyi veya en zengin bilgi içeren örneklerini kapsamaktadır (Morgan & Morgan, 2008). Nitel araştırma yöntemlerinden genellikle heuristik yaklaşım temelli araştırmalar yoğunluk örneklemesini kullanmaktadır (Mays & Pope, 2000). Heuristik yaklaşım, üzerinde çalışılan olayın ya da olgunun doğasının öz deneyimler ve araştırmacının öznel açıklamaları yoluyla keşfedilmesi ve anlamlandırılması amacını taşımaktadır (Denzin & Lincoln, 2008). Araştırmacının içinde var olan yaratıcı düşünceyi açıkça ifade etmesini ve anlamlandırmasını sağlamaktadır. Heuristik yaklaşım, insan deneyimlerini, araştırmacıyla araştırılan olgu arasında (araştırmacının örtük bilgisini göz önünde bulundurarak) öznel ve yaratıcı bağlantılar kurabilmesini sağlayan tek araştırma yaklaşımıdır (West, 2001).

Nitel araştırmalarda geçerlik-güvenirlik nicel çalışmalardan farklı olarak ele alınır (Yıldırım & Şimşek, 2013). Çalışmanın güvenilirliği açısından, iç geçerliğini artırmada belki de en çok bilinen ve uygulanan strateji “üçgenleme” tekniği kullanılmıştır. Üçgenleme iki ya da daha fazla veri kaynağının sonuçlarının karşılaştırılmasıdır. Bu çalışmada en az iki farklı veri tabanından bilgiler karşılaştırılarak incelenmiştir.

Bu çalışmada ‘Gömülü Teori’ olarak bilinen kuram ile veri analizine temel oluşturmak hedeflenmiştir. Bu analiz türü, Glaser ve Strauss (2006), tarafından geliştirilmiştir. Gömülü kuram yöntemi, verilerin içerisinde gömülü olan ve kaynağını verilerden alan kuramlar yapılandırma amacıyla nitel verileri toplama ve analiz etmek için geliştirilmiş sistematik fakat esnek kılavuz ilkelerden oluşur (Charmaz, 2006). Gömülü kuram, nitel araştırmaların nicel standartlara göre

değerlendirilmesini sağlayarak nitel yaklaşım için sanki bilim dünyasına sunulan bir özre dönüşmüştür (Atkinson, 1997).

BULGULAR

Şampiyonlar Ligi'ni kazanan 19 şampiyon teknik direktörün, finaller öncesi antrenör olarak deneyim yılı ortalaması 13 yıldır.

Şampiyonlar Ligi'ni kazanan teknik direktörlerin aktif çalışma sezon sayısı ortalamaları, 12 futbol sezonudur.

Deneyim süreleri incelenen teknik direktörler içerisinde yer alan 19 antrenörün 7'si 13 yıl ve üzeri mesleki deneyime sahiptir. Teknik direktörlerin %63'ü genel antrenörlük yılı deneyimi ortalamasının altında ve %37'si 13 yıl ve üzeri mesleki deneyime sahiptir.

Aktif çalışma süreleri ortalamalarında, 19 teknik direktörden 14'ü, ortalama 12 sezon çalışma süresinin altındadır. Teknik direktörlerin %74'ü aktif antrenörlük deneyimi süresi ortalamasının altında ve %37'si 12 yıl ve üzeri mesleki aktif çalışma deneyimine sahiptir.

TARTIŞMA VE SONUÇ

Teknik direktör, yardımcı antrenör ve oyuncu olarak deneyim, özellikle futbolda yüksek seviyede iyi bir performans için esastır (Mielke, 2007). Şampiyonlar Ligi Kupası'nı kazanan 19 teknik direktör için ortaya çıkan 13 yıllık genel antrenörlük tecrübesi, prestijli bir başarının temelinde uzun bir deneyim süresi olduğu izlenimi vermektedir. Bununla birlikte, farklı antrenörlerin, özellikleri arasında farklılıklar mevcuttur (Geeraerts ve ark., 2021). Antrenörlük yıllarının ilk zamanlarında Şampiyonlar Ligi Kupası kazanmak bu açıdan önemli bir niteliktir. Araştırma da yer alan bazı teknik direktörlerin kariyerleri süresince farklı yıllarda tekrar aynı başarıyı yakaladıkları görülmüştür.

En üst seviye futbol takımlarında teknik direktör olmak için bireyin uzun bir deneyim sürecine ihtiyacı olduğu düşünülmektedir. Ancak antrenörlerin çoğunluğunun kariyerlerinin daha başında büyük başarılar elde ettikleri görülmektedir. 19 başarılı teknik direktörden 7'si kariyerlerine başladıkları ilk 5 yılda şampiyon oldu. 10 teknik direktör, profesyonel deneyimlerinin ilk 10 yılında zirveye ulaştı. Mevcut analizdeki tüm antrenörlerin genel antrenörlük tecrübesi ve aktif çalışma süreleri birbirine çok yakındır. Görünüşe göre şampiyon teknik direktörlerin işsiz kalma durumu neredeyse yoktur. Dolayısıyla, başarıda istikrarlı bir aktif çalışma durumu söz konusudur. Şampiyonlar Ligi seviyesindeki takım oyuncularının da en üst düzey profesyoneller olması, antrenör başarısını ve istikrarını olumlu etkileyebilir. Her anlamda, harika oyuncular harika antrenörlüğü etkiler (Mielke, 2007). Sonuç olarak teknik direktörlük deneyim süresinin uzunluğu başarıyı doğrudan etkileyen bir faktör değildir.

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KATKI ORANI CONTRIBUTION RATE	AÇIKLAMA EXPLANATION	KATKIDA BULUNANLAR CONTRIBUTORS
Fikir ve Kavramsal Örgü <i>Idea or Notion</i>	Araştırma hipotezini veya fikrini oluşturmak <i>Form the research hypothesis or idea</i>	Bahadır BAYARSLAN
Tasarım <i>Design</i>	Yöntem ve araştırma desenini tasarlamak <i>To design the method and research design.</i>	Bahadır BAYARSLAN
Literatür Tarama <i>Literature Review</i>	Çalışma için gerekli literatürü taramak <i>Review the literature required for the study</i>	Bahadır BAYARSLAN
Veri Toplama ve İşleme <i>Data Collecting and Processing</i>	Verileri toplamak, düzenlemek ve raporlaştırmak <i>Collecting, organizing and reporting data</i>	Bahadır BAYARSLAN
Tartışma ve Yorum <i>Discussion and Commentary</i>	Elde edilen bulguların değerlendirilmesi <i>Evaluation of the obtained finding</i>	Bahadır BAYARSLAN

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