

A Sociological Study of Race and Managerial Positions in English professional Football

Ian Cook

**Dissertation presented at the University of
Leicester in partial fulfilment of the
requirements for the degree of MSc in the
Sociology of Sport**

April 2009

Contents Page

	Page Numbers
Abstract	4
Chapter 1 – Introduction	5
Chapter 2 - Literature Review	17
Introduction	
Relevant Literature	
Theoretical Concepts	
Chapter 3 - Methodology and Methods	37
Introduction	
Qualitative Research in Theory	
Qualitative Research in Practice	
Chapter 4 - Results and Analysis	62
Introduction	
Football Managers Group	
Qualifications	
‘Networks’	
Chairman	

‘Glass Ceilings’ for Black People in Managerial Positions

Foreign Owners

Final Comments

Chapter 5 – Conclusion	89
Notes	96
Full List of References	97
Appendices	108

Abstract

English football has traditionally recruited players from black backgrounds. However, the same cannot be said for those in managerial roles. The aim of this dissertation is explore the under representation of black managers in English professional football. This is achieved by collecting qualitative data with a sample of respondents who have been involved in the professional game either as players, managers, directors or other people closely associated with the game. This sample has included both black and white respondents. Key findings include; progress in the game, through Black Managers Group, qualifications, problems that blacks face including, 'networks', chairmen, 'glass ceilings' and foreign owners that effect blacks and whites. These are analysed and discussed in light of extant literature in the field, and the potential of figurational sociology to offer explanations for these phenomena is explored. Some tentative recommendations regarding the future of black managers in the English game are offered.

Chapter 1 - Introduction

...so any suggestion that racism has ceased to have a disfiguring impact on football would be dangerously naïve. To cite one obvious example, barriers have been broken on the park, but many remain intact within the stadiums. The still tiny numbers of Asian and Afro-Caribbean citizens who go to football grounds speak eloquently of a continuing belief that to enter one is to trespass on hostile territory (Hill 2001 p.21).

This chapter aims to accomplish several things. Firstly, it will outline the nature of the research ‘problem’ and argue that it is a topic worthy of investigation. It will also mention the people who benefit from the findings of this work. Secondly, it will define important terms such as ‘race’ and ‘ethnicity’ along with some related concepts. It will then provide an account of the development of black players’ involvement in the professional English game and, finally, it will outline the content of subsequent chapters.

The research ‘problem’ concerns the apparent under-representation of people from particular ethnic groups in managerial positions in the professional English game. A 2004 report from the Commission for Racial Equality revealed that 20% of players in the professional leagues were black. In the 2007-8 season only two of the managers of the ninety-two league clubs were black and they both managed teams in the lower

divisions. In the same way it may take junior hospital doctors a decade or more to become consultants, there will be a 'time lag' between black players involvement as players and their possible graduation into the managerial ranks. It is also true that a small minority of managers in the professional game were themselves not professional players. Nevertheless, it does seem that there is a discrepancy between black people's representation in these two roles. Consequently, this dissertation aims to:

1. Collect qualitative data with relevant stakeholders to explore the positioning of black players and managers in contemporary English football.
2. Provide sociologically informed explanations of this phenomenon.

There are several main groups who could benefit from the findings of this piece of work, this can be seen with academics both in the field of sociology, but also in other related subjects. The work produced here has been able to touch upon some of the 'problems' that may explain the lack of black managers in the professional game. These findings have the potential to feed into the work of initiatives to overcome the effects of

racism, such as the work of Anti-racism groups, or the Commission for Racial Equality.

The second aim of this chapter is to define some important key terms. Beginning with 'race', Giddens (2001) has highlighted how this term began to be explored from a sociological position by Arthur de Gobineau (1816 – 1892) who outlined three groups relating to the colour of people's skin. These three groups were defined as Caucasian (white people), Negroid (black people), and mongoloid (yellow people). He both stratified and attached false characteristics to these people, with 'white' people believed to have superior intelligence, morality and will power. The 'yellow' people were next before finally, the 'black' people who were regarded as the least capable, marked by an animal nature with a lack of morality and emotional instability. Giddens (2001) highlights how these views have been discredited:

In biological terms there are no clear-cut 'races', only a range of physical variations in human beings. Differences in physical type between groups of human beings arise from population inbreeding, which varies according to the degree of contact between different social or cultural groups
(Giddens, 2001 p.246).

Following Giddens (2001), in this dissertation people will not be referred to in terms of their 'race'. This is reinforced by University of Leicester

(2003). Here it is noted that frequently within the term 'race' can be erroneously interchanged with terms such as 'nation'. This is shown with the following quote:

It is, therefore, strictly speaking, wrong to refer to the English, French, German or Chinese "races" as is often done in popular usage. The English, the French, the German and the Chinese are *nations*
(University of Leicester, 2003:8).

This means that in a biological sense it is only reasonable to relate to us as one 'race' the human race, as we are all homo sapiens. Therefore, this work will not use the term 'race', but instead 'ethnicity'. The reason for this is that although there are some physical differences between different ethnic groups, the meanings that normally get attached to these differences, are socially generated. This occurs as Giddens (2001) has described:

Through socialisation, young people assimilate the lifestyles, norms and beliefs of their communities
(Giddens, 2001 p.247).

Another reason why this concept will be used is that ethnicity relates to all the members of the population, not simply certain segments of it. Due to this there are different 'ethnic groups', within all societies, with 'ethnic minorities' contained within them.

The 'ethnic minority' that this piece of work intends to study relates to former black professionals. The key research question is why this particular ethnic group are underrepresented in football management roles. As is explained in more detail in the next part of this chapter the 'ethnic minority' group that have played a prominent role in the English league game would regard themselves as 'black' and therefore this is the what that they will be referred to in this study. The term black was originally a derogatory label, used by 'whites' to refer to afro-Caribbean people. This position began to change in the 1960s as has been argued by Giddens (2001), with black becoming a source of pride and identity, rather than a racial slur.

The next word that needs to be defined is 'racism'. The University of Leicester (2003), have explained what 'racism' is, and what it can mean:

At the level of individual psychology, more or less intense feelings of antipathy and prejudice, and, at the level of social interdependence and interaction, patterns of discrimination, exploitation, tension and conflict between what tend popularly to be understood as "racial" or perhaps "ethnic" groups, have contributed to some of the most horrific happenings of the 20th century
(University of Leicester, 2003:7).

This is the highlighting of racism in one of its most extreme ways however; it can be seen as some of the extreme examples of discrimination between one ethnic group and another group. As Giddens (2001) has argued, frequently racism can be seen as something that undermines the very fabric of society, rather than being problems that one or two people face. This is referred to as ‘institutionalised racism’ and it is a more subtle form of racism. A definition of this was given in the Macpherson report (1999) defining this as being ‘unwitting and unconscious’, he also went on to say how it occurs:

Unwitting racism can arise because of lack of understanding, ignorance or mistaken beliefs. It can arise from well intentioned but patronising words or actions. It can arise from unfamiliarity with the behaviour or cultural traditions of people or families from minority ethnic communities. It can arise from racist stereotyping of black people as potential criminals or troublemakers. Often this arises out of uncritical self-understanding born out of an inflexible ... ethos of the ‘traditional’ way of doing things. (Macpherson, 1999:22-23).

Here, he explains the subtle way that racism occurs, with people not realising that they are making this mistake. This needs to be borne in mind throughout the study to discover the problems that are facing professional football.

The history of black players in the professional game in England is the next area to be examined. Vasili (2000) has explained that it goes back as long ago as the 1890s, with the black goalkeeper of Euro-African descent Arthur Wharton. He was an example of the small percentage of ethnic minorities in Britain at this time and an outstanding all round sports performer. He enjoyed a successful football career that started with Preston North End in 1889, and he also played for a number of clubs including Darlington and Stockport County. There were also some other examples of players from ethnic minorities either side of the First World War including Walter Tull, Jack Leslie and William Ralph 'Dixie' Dean.

The black players that have been mentioned so far in this chapter can be seen as members of ethnic groups who had been in Britain since the industrial revolution. Giddens (2001) explains that these were generally people who were Dutch, Chinese, Irish and also some black immigrants. However, it was during the 1930s that larger scale immigration began in Britain with 60,000 Jews coming between 1933-39. In addition 80,000 refugees came from Eastern Europe in the same period, and during the Second World War more than 70,000 East Europeans coming into Britain.

After the Second World War that there was a huge change to the position in Britain with regard to immigration by people from the former colonies, especially the Caribbean and Asia. The 1948 'British Nationality Act', allowed this to happen with favourable rights being granted for the immigration of citizens from former Commonwealth countries. Giddens (2001), highlights the reason why this occurred:

Those in governing circles were influenced by the notion of Britain's great imperial heritage, and therefore felt that people from the West Indies, India, Pakistan and the former colonies in Africa were all British subjects and entitled to settle in Britain (Giddens, 2001 p.264).

The immigration from the Caribbean can be seen to have begun on the 22nd of June 1948, with four hundred and ninety West Indians seeking employment arriving at Tilbury Docks in London (BBC 2008). Huge numbers arrived from Asian and the Caribbean with the Home Office estimating that 472,000 people arrived between January 1955 and the 1st July 1962, and their official statistics outline that from the 1960s they were admitted at a rate of 75,000 per year. It is in this period between 1948 and the early 1970s that the origin of Britain's ethnic minority population settled in Britain, in places such as London, Birmingham, Leicester, Manchester, Bristol and a number of smaller towns in England.

Initially the black and Asian people coming to Britain were not playing in English football, although there continued to be black players in the professional game such as the South African Albert Johanneson at Leeds United. Vasili (2000) underlines that the position began to change in English football from the early 1970s with a number of second-generation black immigrants coming into professional football. Perhaps one of the most significant examples of a 'role model' that inspired the black community was the Bermudian centre forward Clyde Best. He made his debut in 1969 and he was the only black player in West Ham United's first team. He did have a significant effect on black people, as is shown by a young black man at this time, who became a non-league footballer in the Leicester area:

It was important for me to see Clyde Best, a black man. I was proud to be black; I couldn't wait for West Ham to come down here to see this big, big black man, as a centre forward, playing. The guy was a legend, a hero. Seeing a black man out there was tremendous. It was a good feeling to see one of you and be able to say, 'If he can do it, I can do it' (Williams, 1993 p.30).

This positive effect started to see ethnic players coming through into English football with Brendon Batson at Arsenal and the first Asian player, Ricky Heppolette at Preston. Following these more black players

came through such as Cec Podd at Bradford City and Cliff Marshall at Everton.

Williams (1992) explains that the position began to hugely change by the end of the 1970s with around fifty black players playing the professional game, and Viv Anderson becoming the first black player to play for England. This combined with the West Bromwich Albion team managed by Ron Atkinson, having three of their main players who were black in Brendon Batson, Cyrille Regis and Laurie Cunningham. This progress can be seen at a time when a high number of black players were receiving 'overt' racism and were also being stereotyped. Hill (2001), has highlighted what black players had to face:

Throughout most of the Seventies the sons of immigrant families from, in most cases, the Caribbean, learned as they became established at Loftus Road, Molineux, White Hart Lane, Kenilworth Road, Old Trafford, the Hawthorns, the City Ground and elsewhere that they just had to learn to live with the spit and bananas that rained down on them every time they took a throw-in or a corner, the low, loathing, collective boo that rose up against them every time they touched the ball in open play (Hill, 2001, p.18).

Throughout the 1980s there were an increase in the amount of black players in professional football. Problems can be seen to exist for these players, especially with 'overt' racist chanting against black players

during England Internationals. Cyrille Regis was booed when he first played and scored for England, and John Barnes was victim regular chants, especially during England's 1984 summer tour to South America. As Maguire (2003) has highlighted in the 1980s there was less black players in the lower divisions. However, by the end of the decade this position started to change with more black lower division and non-league players.

Changes also can be seen at the end of the decade with the majority of clubs having some black players. Towards the end of the 1980s, clubs that had no history of signing black players began to bring them into their clubs. Examples can be seen with John Barnes signing for Liverpool, and Paul Ince captaining England in 1993. Huge changes in the modern game in English football can be seen to have developed that was enhanced by the development of the Premier League in 1992. Hill (2001) explains how this caused many foreign players to come into the game, with a number of black foreign players such as Daniel Amokachi, who became the first major black signing at Everton.

The next chapter is the literature review that has two functions. It will provide a review of similar research and it will also explore theoretical perspectives that will be used in analysis. The methodology and methods

chapter follows this, and it explains the methods that will be used to gain data that will be used in the dissertation. The results and analysis chapter, where the results will be presented and discussed are next, before finally, there is the conclusion chapter. In addition this piece of work also contains a notes section, a full list of references and appendices chapters.

Chapter 2 – Literature Review

Introduction

The second chapter of this dissertation is a review of the relevant literature that is done in two ways. Firstly, it will be examining some relevant literature in similar and related research. It will start by looking at black players being set in “stacked” lower-status positions, in American Football in the 1970s through Eitzen and Yetman (2003), and also of the English professional game in the 1980s with the work of Maguire (2003). There are a number of relevant pieces of literature that are examined, including the highly relevant work of King (2004) who examined the problems that black people face trying to get into managerial roles. Finally, the autobiographies of footballers are discussed in terms of the weaknesses of them, with particular references to Barnes’s (1999) autobiography.

The second element of the chapter, relates to the figurational approach that has been adopted for this piece of work. It will begin by using the work of Murphy (2003), to outline the key concepts of this theory. This will be justified by referring these ideas to the work that this dissertation will investigate. The important concept that Dunning (1972) developed,

with the “insider” and “outsider” relationships, will be discussed, as will the relevant research carried out by Malcolm (2003), and Maguire (2003). Finally this chapter will conclude by examining some criticisms of the figurational approach as explained by Horne and Jary (1987).

Relevant Literature

The first literature relates to American Football, with several studies in the 1970s and 1980s being done that highlighted the black players being “stacked” in set positions. Relevant work by Eitzen and Yetman (2003) highlighted that in 1975, of eighty-seven quarterbacks only three were black. In addition the place-kicker’s position only had one black player, with the placeholder role not having any of the twenty-six players who were black. They believed that it was the racial stereotypes that were attached to black players at this time, with them being attached to non-central positions. They also highlighted the reasons that this occurred:

...blacks are relegated to those positions where the requisite skills are speed, strength, and quick reactions, not thinking or leadership ability (Eitzen and Yetman 2003, p.128).

This literature needs to be seen as relevant in terms of explaining the historical position in America, but it also was important, as it was an

approach that was used to gain ‘data’ to study football and cricket in England.

The next literature looks at the work of Maguire (2003), who used this approach to a study of black players who were “stacked” in set roles during the 1980s. This is relevant literature as it highlights the inequalities and disadvantages that black players had to face in English football and Rugby Union/League. Maguire (2003) was able to make it clear that similar problems to American Football existed here, with black players being over-represented in positions that required speed rather than decision-making. In football it was particularly demonstrated in relation to the positions of midfielders and the forwards.

In terms of the midfielders, of the thirty-six black players who played in this role, only six played in the central position. Maguire (2003) pointed out how it was even more of a problem for the forwards as only 30% played in the central striker position, compared to 41% of their white counterparts. There was clear evidence that the problem started to decline towards the end of the decade, and now it is not a major issue in the English game. However, this is still a very important study as it shows clear problems in the past have been overcome, but the ‘issue’

relating to there being few former black people in managerial positions does need to be explained.

There is one final important point that Maguire (2003) has made in terms of the “stacking” concept that was used to gain ‘data’ in NFL studies, and also in his work. He makes it clear that:

But the concept of “stacking” is, in itself, of limited value and has been used here only to serve as a preliminary tool to tackle the subtle social processes at work (Maguire 2003, p.170).

Therefore as will be explained in the methodology and methods chapter, it is a study that has relevant literature but it is a method for gaining ‘data’ that will not be adopted here.

The next study to be examined is the work of King (2004), whose work related to very similar ‘issue’ to this study. He was able to perform several interviews with black people trying to get into management and coaching roles. Several relevant points are gained, especially in terms of the ‘networks’ that exist in the professional game. The following quote highlights his views on this:

Networks thus create the illusion that they are open for all candidates, whilst concealing the powers that define and construct

how these networks function in reality to enable people to get a favourable recommendation and a job (King 2004, p.41).

This point of seeing people getting favourable recommendations is an important one to understand, especially in terms of questions that will need to be asked in my interviews to gain 'data' for this study.

King (2004) also raises the relevant point about the position that people need to gain to get roles in managerial positions. He makes it clear how players need to have UEFA A coaching badge, and Pro Licence to manage in English football at the Premier League level. This he is clear in explaining how hard it is to gain these qualifications, and how despite passing them, black footballers can end up in the catch-22 position. He therefore makes it clear what these qualifications can mean:

There is a danger that what takes place in English society operates inside English soccer. The overly qualified black player has spent his time getting these paper qualifications but not gaining the sufficient experience of doing the job. However, without the qualifications players face criticism for being unqualified. They fall between these two accusations, whilst being measured and accused by criteria that have nothing to do with the qualifications (King 2004, p.47).

These positions need to be investigated, especially in terms of changes that are occurring constantly in football. To see if over the last five years these 'barriers' are starting to reduce, as the reasons that are causing a

lack of black managers are being tackled. Another important point that needs to be made in terms of his literature is that he has done the research as a former black apprentice, who due to this will have bias in his work. However, despite this his work has been produced from a valued perspective that is different to how I will approach this dissertation.

There have also been several relevant books, written on English football in recent years that highlight important 'issues'. The biography of John Barnes by Hill (2001) has already been used to highlight a quote before the start of this piece of work. It needs to be seen as some very important literature as it makes clear that despite progress occurring, many problems remain for ethnic groups in the professional game in England. The book is also relevant because Hill (2001) has also explained how despite the decline of 'overt' racism, more subtle hidden racism exists in football and society. Orakwue (1998) develops this point, highlighting what she calls 'New Racism', that is in society through people's hearts and minds. This she is able to accurately relate to this study, making it clear how hidden racism makes it hard for current and former black players to get into the management job ladder. The reasons she cites for this, is due to white chairman making the decisions of who will be managers.

The points that Orakwue (1998), has made can be tied in with the work that Back et al (2001), have done in examining the changes in English football. This is shown with only one of the black footballers that they interviewed, not fearing 'racist' problems if they attempt to get into managerial roles. The considerable 'barriers' that were explained to Back et al (2001), have particular reference to the problems that black people going from these positions have in terms of winning the support of white club chairmen, and their respective boards and directors. They cite some reasons that can be seen to cause this:

Indeed there are currently no black or Asian chief executives and only a handful of individuals from ethnic minority backgrounds sit in the boardrooms of English professional clubs (Back et al 2001, p.167).

This needs to be seen as reinforcing the relevant points that Orakwue (1998) have made, with literature providing an outline of problems that exist in professional English football.

In addition to reviewing the literature that directly relates to English professional football there have be some other areas that can be considered as having some relevance. A good example of this can be seen with the problems that Asian's have faced in getting into the English professional game. There has been a great deal of relevant research into

this subject by Burdsey (2006) and Bains and Patel (1996). Bains and Patel (1996) have pointed out some of the reasons why Asians were not so heavily involved, with examples such as the importance of cricket, and the cultural distinctiveness of the Asian community. They also explained how they expected for a breakthrough to occur in the near future. However, Bains et al. (2005) study, they demonstrated that it has been a wasted decade, with the problems that Asian's are facing remains the same.

Bains et al. (2005) are able to explain how the position is not improving:

... its core conclusions regarding the massive under-representation, lack of access and denial of opportunity for young Asian players, coaches and administrators in football in England, arguably, remains the same (Bains et al. 2005, p.5).

This view has relevance, as it shows in a different area that problems that ethnic minority groups face, is still in English football. Issues such as this are useful to take on board, when investigating the reasons that are causing there to be a lack of black professionals gaining managerial positions in English football.

The next literature again relates to American Football that has already been mentioned in this chapter. The recent study that Duru (2008) has

highlighted the effect of the ‘Rooney Rule’. Prior to this rule coming into the game there had been a number of ‘barriers’ that ethnic minorities had to face in seeking NFL coaching positions. Duru (2008) made it clear that a ‘problem’ existed between 1986-2001 with only five coaches being black, despite eighty-six white-men performing the same role. The ‘Rooney Rule’ was brought in 2003, and it meant that NFL teams would have to interview a minority candidate for each head coaching position. The success of this rule was demonstrated in the Superbowl 2007 final, with two black head coaches, Tony Dungy of the Indianapolis Colts and Lovie Smith of the Chicago Bears controlling the two teams. This literature can be seen as important as it shows how a ‘barrier’ has been overcome in American through the bringing in of legislation.

The final category that the relevant literature section of this chapter will investigate can be seen with the autobiographies that footballers have written. There are a number of reasons why these autobiographies are generally not very relevant. King (2004) cites an example of these problems:

Unfortunately the autobiographical texts of black players have not offered sufficient evidence regarding the hidden ideological, political and cultural forms of racism that operate inside soccer. Guillit’s (1997) refusal to name himself as black, adopting the identity of the ‘overseas coach’, reveals the pressures placed on

black men to disguise their experiences of racism in the game (King 2004 p.12).

The point that King (2004) has made can be seen as a good example of an autobiography that ignores 'issues' or touches on and glosses over them. This is demonstrated with the Ian Wright (1996) autobiography. Problems of 'racism' were only touched on despite him playing at a time when 'overt racism' was very obvious in football. The autobiographies of Les Ferdinand (1997), Robbie Earle (1998), Stan Collymore (2004), Patrick Vieira (2005) and Rio Ferdinand (2006) were read, but in terms of relevance only the John Barnes (1999) stands out.

John Barnes (1999) made clear some racism problems that he saw in British society, which he regarded as being a 'racist' society. A major relevance in his work is shown with the problems that black people face. Examples can be seen with black children attending schools, where they will not gain the education to become black doctors and lawyers. He also makes an excellent point in what he hoped to gain from the Celtic job that he gained, prior to becoming the manager there:

I hope my appointment at Celtic will remove the glass ceiling that many black coaches and players feel restricts their managerial ambitions (Barnes, 1999, p.292).

This is very relevant, as following his sacking in early 2000 he was not able to gain a role in management until he gained the Jamaica job in 2008. It showed that following being sacked from Celtic that he found it very hard to get a second chance.

Theoretical concepts

The second part of this chapter will start by using the work of Murphy (2003) to outline some important concepts of the figurational sociological approach. Murphy (2003) has begun by explaining that human beings, live in a social context, and also that we are part of networks of social relationships. He develops this by explaining how the smallest level that relationships work, with face-face, or family contact. However, these groups need to be seen as not being the most important ones. Murphy (2003), explains the more practical way that relationships work:

In the modern era, people all over the world are constantly engaged in activities that affect the lives of other people of whose existence they are frequently unaware (Murphy 2003, p.342).

This is a highly relevant point that Murphy (2003) has made here, that relationships between people in the modern world are not just on a small-scale level, but they involve people who are frequently part of global

networks. Murphy (2003) also makes it clear that in these relationships, that the effects that are caused by people whom other people may never be in contact with. This is an important concept to be aware of when investigating this issue relating to managerial positions within English football, with clubs frequently being foreign owned, and coverage of matches throughout the world.

The next element of the figurational theory relates to the work of Murphy (2003), who highlights the importance of the historical side. He builds on the work of Elias, making it clear that we are inexorably linked to past generations in a number of ways. It can be material items such as buildings or bridges, but also it can be less tangible things such as language, religious beliefs or the boundaries of nation-states. Murphy (2003), makes it clear what this means:

In other words, each generation – whether it likes it or not, whether it intends it or not – passes on the social world it inherited and modified in the course of living (Murphy 2003, p.343).

This is a relevant point that Murphy (2003) makes, and it can be seen with a mode of behaviour that is initially rejected by children, but it becomes accepted by large sections of children in Western countries. Finally, they regard it as a normative practice that is passed from

generation to generation, even though people do not know the origins of this.

The next part of figurational theory, relates to “interrelationships”. Murphy (2003) makes it clear that the capacity to effect people is not a one-way process. He makes it clear that it is not the case that a party does the affecting, while remaining unaffected themselves, by the actions of others. He also makes a very relevant point that “interrelationships” do not just convey ideas of co-operation and mutuality. Murphy (2003) makes it very clear that social interdependency also involves conflict as was obvious during the Second World War with the strong relationship between Britain and Germany. Therefore Murphy (2003) refers to this as “interdependence” between each other.

The next aspect of figurational theory to be discussed is the highly relevant aspect relating to “power” or “power balances”. Murphy (2003) regards this as being more than something that has a negative effect on social life. He takes the view that “power” is neither good nor bad, but instead it is a fact of life. It is also made clear that for one group to get another party to do something they want various could be used including being persuasive, threatening them or making it clear that they will gain advantages by doing this. A highly relevant that is made clear by Murphy

(2003) that these power relationships need to be seen as becoming very complex in human societies. A central reason why this occurs is that relationships and the balances of power are normally not equal, especially in modern and complex societies. However, it also needs to be seen that even the most powerful groups are dependent on other less powerful groups. Murphy (2003) makes the position clear:

The attempts made by the most powerful groups to achieve their goals are constantly being mediated by, affected by, and to some degree thwarted – knowingly or unknowingly – by, the actions of other groups (Murphy 2003, p.345).

This is a highly important aspect of the power relationships are going to need to investigate. To see how the power relationships that currently exist in the English professional game, are affecting black people from gaining managerial positions.

The next section of this theory relates to the processes in figurational sociology that are constantly changing. The importance of this is the major reason that Elias referred to figurational sociology as process sociology. A major element of this approach is that there is a high degree of processes that can be seen to provide very complex relationships. A central point that Murphy (2003) makes clear is that social development

rests very firmly on the relational concept of power. Murphy (2003) continues to explain this:

... Elias's understanding of social development rests very firmly on the relational conception of power. The dynamic network of relationships may be characterised as more or less unequal power struggles stretching back over centuries (Murphy 2003, p.347).

This sociological theory is highly relevant to this dissertation as it is looking at what is preventing former black players gaining managerial roles. Due to the dynamic network relationships not being equal it can be seen as a relevant sociological theory to use.

Murphy (2003) has made clear another important aspect of the figurational theory, with intended and unintended consequences. He starts by making it clear that the intended consequences of socialisation in particular societies, means certain values, priorities and perceptions. He develops this by believing that through this, human beings will attempt to achieve these objectives. However, the highly relevant point that Murphy (2003) makes is that it is due to the sheer complexity and dynamic nature of relationships that the resulting interactions generate a whole series of unintended consequences.

Murphy (2003) makes it clear that everyone in life has the side effects of the actions of other people. Normally it is the most powerful groups who are best placed to deal with this, but as can be seen with the huge recession across the world this affects all groups. The extent to which figurational sociologists would regard this as being significant can be seen with Elias's view that the "blind" or unplanned social processes are the dominant characteristic of human history. The unplanned effects on English football, especially those effecting ethnic minority groups will be a central element of this piece of work.

This chapter is now going to demonstrate parts of this theory explained, through practical work, in similar areas that this dissertation will cover. Malcolm (2003) was able to highlight that "stacking" occurred in British cricket in the 1990s based on ethnic lines. He had been able to do this by building on the work of Dunning (1972), who had utilised Elias and Scotson's (1965) study of "established outsider" relations. Dunning (1972) had defined the insider groups, as having a great deal of power, and due to this they were able to impose their definition on the less powerful. The negative way that the less powerful groups were related to was also important, with stereotypes suggesting weaknesses in them.

Another important element in Malcolm's (2003) work can be seen in terms of the way that he used figurational theory to highlight the need for an analysis of the relationship between role and "race" in cricket. The historical side of the cricket was a highly significant way that he was able to make clear the power relationships in the sport. A good example of this can be seen in relation to the way that cricket had been introduced to the Caribbean by military officers, who were later to be adopted as slaves. Therefore Malcolm (2003) regarded that cricket clubs in the Caribbean were stratified in terms of colour and class. Malcolm (2003), made it clear that:

Such was the enduring nature of the power of the colonialists in the Caribbean that they remained in the ascendancy in important institutions such as team selection boards many years after political independence. It was not until the appointment of Frank Worrell in 1960, after thirty two years of West Indian international "test-match" cricket, that the national side was led by a black captain (Malcolm 2003, p.209).

This needs to be seen in terms of the relevance of the figurational approach as it highlights the history of the Insider group dominating the outsider in a "racial" way.

Maguire (2003) has also been able to use figurational theory in order to explain the importance of power struggles that can be seen to go back

over centuries. He was able to explain how Afro/Caribbean Britons arrived in the country in the 1950s and 1960s, and that they had taken employment in lower status positions. He was able to follow the “established outsider” position, explaining problems in football, and particularly Rugby. Here is an example of the problems he used from Martin Offiah, who raised some major problems particularly in Rugby Union:

in a situation like this, when its for England ... the coloured chap’s got to play 200 per cent better than the white guy. You can’t just play a sound game and expect to get through. You’ve got to play 200 per cent better and really shine... (Maguire 2003, p.167).

Therefore Maguire (2003), is using a quote, to make it very clear that the balance of power is not equal, and the black Rugby Union players needed to play to a very high level in order to pay Rugby in the 1980s. The extent to which the dynamic networks had existed here, with power relationship that also have a historical perspective. It is relationships like this, which are going to be considered when analysing the findings in this study.

The final part of the chapter, relates to criticisms of figurational theories. Rojek (1992) has explained how a major area of critics of the figurational approach has been from cultural-studies writers, such Horne and Jary

(1987). Horne and Jary (1987) have criticised the figurational approach for the 'uniqueness' of their methodology, in relation to other approaches. In addition they also feel that the methods that Elias uses are not in accordance with the 'best practice' procedures. Therefore they feel that using this theory should not be adopted because they felt it was against the values of the sociology of sport. Dunning, Malcolm and Waddington (2004) argued against the opinions of Horne and Jary (1987), feeling that their attempt to highlight the 'uniqueness' of methodology was simply not the case. Evidence that he used to verify this is seen with, examples such as the focus on emotional (affective) as well as the rational (cognitive) aspects of human behaviour.

There are a number of additional criticisms that Horne and Jary (1987) have made, with figurationalists' over-drawn hostility to other research theories, such as neo-Marxism. In addition they also criticise the restrictive nature of their methodological stance due to the 'involvement and detachment' in their theory. Other criticisms can be seen with the view that figurational sociology retains its roots in functionalist sociology, particularly in the functionalism of Durkheim. This can be criticised applying some on the work of, Murphy (2003) that has been discussed. He has highlighted how there is an interrelationship between networks that is not based on just positives, but also on negatives.

Therefore with it being two sides of the same coin it can be seen as being different approach to functionalism.

Horne and Jary (1987), also criticised the methodological 'distinctiveness' of the marginality of Elias's figurational sociology, feeling that his work could be associated with Victorian values of speculative philosophy. After viewing figurational sociology as not being a new approach they make the following statement:

The fact is, however, that what is valuable in the general approach within Figurational Sociology need not be seen as other than the classical approach in general sociology; it is now not distinctive in the sociology of sport (Horne and Jary 1987, p.125).

These criticisms can be seen to be in line with the points made by Rojek (1992), with positions becoming stereotyped, and therefore being fiercely argued. Therefore the main reason for adopting the figurational approach is that it is a practical and highly relevant sociological perspective to explain why there are so few black people in managerial positions in English football.

Chapter 3 - Methodology and Methods

Introduction

The aim of this chapter is to explain why and how qualitative methods have been used to collect data for this study. It will consider the rationale for using qualitative methods and reflect upon some of the strengths and weaknesses of the approach. In order to do this there will be some contrasting with quantitative methods. This element of the chapter will conclude by discussing reliability and validity, and reflexivity in qualitative research.

The subsequent section will outline the processes of data collection. It will start by explaining the purposive sampling approach that was adopted. The work of Atkinson and Flint (2001) is used to explore why snowball sampling was appropriate. Other areas covered in the collection of data include the pilot interview, why semi-structured interviews were adopted and how the interviews were conducted. Bryman's (2008) work will be used to reinforce these choices. The chapter will conclude by discussing the problems in using some of the secondary sources which, form part of this research study, ethical issues that have been considered,

and finally details of research instruments that will be included in the appendix section of the dissertation.

Qualitative Research in Theory

The first part of this chapter will begin by justifying why qualitative methods have been used to collect data for this study. In order to do this it is necessary to explore the theoretical underpinnings of qualitative research and consider their relevance to the subject matter of this dissertation. As outlined in the introduction, the aim of this dissertation is to explore the problems that relate to the lack of black managers in professional positions in English football. This contention is illustrated by the fact that at the end of the 2007-08 season only two of the ninety-two managers were black, despite there being around twenty percent of black players in the game.

The key justification for conducting qualitative research to explore this phenomenon is that this is a complex issue that can only be fully understood by conducting research with people in the football industry. Quantitative methods such as random surveys, aimed at ordinary sections of the public would not be able to gain data that answers the questions relating to this issue. Ordinary people would not know the real causes of

what is causing this problem. For these reasons a purposive sample of individuals (both black and from other ethnic groups, including white) who have direct experience of this phenomena have provided the sample for this research.

Bryman (2001) has highlighted that qualitative research is underpinned by the epistemological standpoint of post-positivism, which promotes exploration of respondent own constructions of phenomena. This contrasts with the definite underlying premise of many quantitative researchers, who argue that the social sciences do not differ from the subject matter of the natural sciences. Bryman (2008), highlights an important reason for this:

A key difference is that the objects of the analysis of the natural sciences (atoms, molecules, gases, chemicals, metals, and so on) cannot attribute meaning to events and to their environment. However, people *do* (Bryman, 2008 p.385).

The potential to understand the meaning of what is happening in the football industry is the main reason why the qualitative method has been adopted. In this sense there is both a pragmatic and theatrical driver for the choice of qualitative methods. The reasons that there are small numbers of black managers in the professional game are very complex, with causes often being hidden.

A key aspect of qualitative method relates to understanding the social world from an insider perspective. As Bryman (2008) explains:

As a result, many qualitative researchers express a commitment to viewing events and the social world through the eyes of the people that they study (Bryman, 2008 p.385).

This is a key benefit of adopting a qualitative approach when interviewing people within the professional game. By gaining an understanding of how football works and the real relationships that exist it enables the interviewer to gain an inside role in order to understand the industry works.

The next theoretical area in qualitative research relates to the description and the emphasis on context. In qualitative research a great deal of data is collected resulting in a large amount of descriptive detail. Bryman (2008) has explained how the benefit that can be gained through having this large amount of data, is that often trivial details contained in the data, can be very useful for understanding the subject that is investigated. He also highlights another benefit:

One of the chief reasons for the emphasis on description detail is that it is often precisely this detail that provides the mapping of

context in terms of which behaviour is understood (Bryman, 2008 p.387).

The data that is gained in this study will come from comments of footballers (and others involved in the professional game) that are subtle and need to be analysed in the context of the behaviour of the industry overall. So by reflecting on the large amount of descriptive data, in the context that people make these means important results can be gained.

The next reason that justifies the qualitative choice is due to the importance of ‘why’ something is happening. This needs to be seen as something that is relevant to ask people when they are interviewed; this can be done as an opening question, or as a follow up question. Bryman (2008) reinforces this:

They *are* also concerned with explanation, and indeed the extent to which qualitative researchers ask ‘why?’ questions is frequently understated (Bryman, 2008 p.386).

It is due to this that these questions have been asked of people when they are interviewed. This has been done in two ways, firstly to follow the approach of Skeggs (1997), and get people to open up and give reasons when they answer a question. The second way that this has also been used is as to follow up a comment that a respondent makes.

Another important part of qualitative research that makes it a good choice can be seen in terms of an emphasis that it makes on process. Bryman (2008) explains how a common concern in qualitative research is to show how patterns and events can be seen to unfold over time. This has the consequence that in qualitative research there is a strong sense of change and flux. This point is emphasised by Pettigrew (1997):

a sequence of individual and collective events, actions, and activities unfolding over time in context (Pettigrew, 1997:338).

This is an important aspect that will be used in the results and analysis section of this piece of work. The findings that are gained here can be compared to findings in the past to confirm changes that are occurring.

The final reason for researching this in a qualitative way relates to the point that Bryman (2001) has made that the qualitative and the quantitative theories are actually much closer in terms of technical issues than many academics would argue. This can be seen to fall into line with the views of Warwick and Lininger (1975), who argue that both views are useful for some purposes and useless for others. Bryman (2001) makes the following point:

Underlying much of the preceding discussions is the suggestions that the distinction between quantitative and qualitative research is really a technical matter whereby the choice between them is to do with their suitability in answering particular research questions (Bryman, 2001 p.109).

This is the central reason that qualitative method has been adopted. It needs to be seen in the practical terms of the subject being investigated as the only way that relevant data can be gained.

The chapter is now going to focus on the huge potential that the qualitative methods will be able to offer for data collection. It will begin this by looking at the role of qualitative research that has a great deal more focus between the researcher and the people who the research is done on. This is different to quantitative research where the researcher only has fleeting or non-existent contact with the people being interviewed. The position is emphasised by Bryman (2001), who explains that whilst the amount of contact with people can vary a great deal it also can encourage relationships to be fostered. He is able to point out that:

The need for the fostering of such relationship is a product of the qualitative researcher's need to see the world through his or her subjects' eyes. Since the researcher would be unable to gain any leverage on this level of analysis from a distance (Bryman, 2001 p96).

This point needs to be seen as very relevant to the subject being investigated with this piece of work. By using qualitative methods, there are huge advantages in seeing the football industry as an insider. This enables the networks and relationships that exist there to be understood. A good example of this can be seen with Adler's (1985) study where he gained close access to the drug dealing industry. By doing this he was able to get very close and view the world as they saw it. In terms of this research by using a quantitative perspective viewing it as an outsider would not be practical and it would be very difficult to gain an understanding of the barriers that exist doing it in this way.

Another important reason why qualitative research has been adopted needs to be seen in terms of the relationship between the theory and concepts in research. There is a huge benefit that can be gained from the way that qualitative approaches use theory and concepts in order to do the research. The quantitative approach rejects the idea of using theory as a precursor to investigation. However, in terms of this problem that is being investigated it is the qualitative approach that is better suited as it takes the view of needing to reflect on the subjects' views on what is going on and what is important due to this. Filstead (1979) highlights this point:

It is marked by a concern with the discovery of theory rather than the verification of theory (Filstead, 1979:38).

This is a very important reason why the qualitative method has been adopted. Through gaining access to discuss problems with people in the football industry it enables relevant issues, and problems to be discovered. This is a central reason why this approach is being used, as issues need to be raised, and the quantitative method is not appropriate as there is not enough theory there that can be verified when examining this issue.

The next reason why the qualitative method has been adopted can be seen in terms of the research strategy that is adopted. Through using the qualitative method to study this issue it means studying it over a longer period of time in order to gain what the issues are. Bryman (2001) has outlined how this can be seen as a radically different approach, in terms of gaining a large amount of data and then performing the important role of spending time theoretical reflecting on the data. This has benefits that issues and problems can be discovered, or areas that will need further investigation can be raised. Bryman (2001) highlights how this shows some of the huge advantages in this theory in comparison to the quantitative research that adopts a far more structured approach to the study of society. However, it is also important to accept weaknesses do

exist here especially in terms of the fact that qualitative researchers are frequently overwhelmed by data. It also can mean the amount of time needed to gain and reflect on the data will be longer than quantitative researchers would use.

One of the huge differences between qualitative and quantitative approach is that luck can be a far more important way that qualitative researchers can gain access to knowing the right questions to ask, or the right people to speak to. A classic example of this can be seen in terms of Bresnen's (1988) work into the medical profession. He found that after meeting people from this profession in a pub, when the senior managers left, and the different views of the junior managers became clear, he was able to amend the questions that he was going to ask based on the private views he gained here. Bryman (2001), highlights how the qualitative approach benefits from this:

One of the undoubted strengths which qualitative research affords the practitioner, by virtue of its unstructured nature, is precisely this capacity to encounter the unexpected and possibly to change the direction (Bryman, 2001 p.100).

This is a very relevant reason why the qualitative method is the one that is needed for this research as it enables that research to benefit from

unexpected findings, and then change the direction of the research that this can be seen to cause.

Another benefit of qualitative research is highlighted by Bryman (2001), who point out how it can be seen as an approach that is in a better position to view the linkages between events and activities. Through this it is then able to explore people's interpretations of the factors, which produce these connections and provides a larger process to understand social life. This is a big advantage over the quantitative approach that is very static and tends to neglect the impact of the role of change in social life.

The next advantage of using the qualitative method needs to be seen in the nature of the data that is collected. Bryman (2001) has explained how qualitative researchers describe the data as coming from ethnographic work, where it is famous for being both 'rich' and 'deep'. It is also able to explore incidents in great detail, and through this it can illuminate the full extent of the subjects accounts of a variety of phenomena. This can be seen as having definite advantages over quantitative research that produces superficial data.

The final section of the first part of the chapter relates to reliability and validity. Bryman (2008) has made clear that this is more recently referred to as trustworthiness and reflexivity. Reliability and validity, or trustworthiness, is examined by using the work of Lincoln and Guba (1985), and Guba and Lincoln (1994), to expose the differences in qualitative research. They develop their view on reliability and validity or trustworthiness as they argue that there can be more than one possibility and several accounts. They highlight the multiple accounts of social reality that is very evident, with the trustworthiness criterion of credibility, which parallels internal validity. This is because there could be many possible accounts of an aspect of social reality. Bryman (2008) uses their theory to explain what needs to be done:

The establishment of the credibility of findings entails both ensuring that research is carried out according to the canons of good practice *and* submitting research findings to the members of the social world who were studied for confirmation that the investigator has correctly that social world (Bryman 2008 p.377).

The second area of trustworthiness is about transferability, which parallels external validity, with the main difference being because qualitative research means the intensive study of small groups or an individual sharing certain characteristics. Therefore the transferability approach that is best for qualitative sociologists to follow is in line with

the approach of Geertz (1973). This means to focus on the thick description with rich accounts on the details of a culture.

The next element that Lincoln and Guba (1985) explain is dependability, which parallels reliability. They argue that 'auditing' needs to be used by adopting trustworthiness in the same way that quantitative researchers do. Therefore practices include, therefore examples such as, complete records being kept at all the stages of the research process, a full selection of the research participants, fieldwork notes and so on. In addition they explain how this has to be done in an accessible manner. They reinforce their approach being in line with the quantitative approach by having the peers as auditors, possibly during the course of the research and certainly at the end. It is little surprise that Bryman (2008), makes it clear that it is an unpopular approach for most qualitative researchers, due the extremely large data in qualitative research.

The last aspect of trustworthiness that Lincoln and Guba (1985) raise is conformability, which parallels objectivity. Here they correctly make it clear that complete objectivity is not possible in social research. Bryman (2008) makes the position very clear:

it should be apparent that he or she has not overtly allowed personal values or theoretical inclinations manifestly to sway the

conduct of the research and findings deriving from it (Bryman 2008, p.379).

The importance of avoiding the problems that are highlighted here is something very relevant that has been adopted throughout this research.

This conformability also relates to the area of reflexivity that is very important due to my natural bias in this subject, caused by my strong interest football and my love of the sport. My ethnicity also has a strong effect on this, being a 'white' person, who is investigating the issues that black footballers face. This naturally means that I view this as a 'white' person would, and it will affect my ability to analyse this in an unbiased way. Both of these problems I take on board and accept, despite making every attempt to overcome these problems.

Qualitative Research in Practice

The second part of this chapter relates to the processes that have been used in order to collect that data for this study. The first area to be explained relates to the purposive sampling that is a non-probability form of sampling that has been adopted for this study. Bryman (2008) has explained the process of this, by pointing out how it does not seek to sample research participants on a random basis. This is a highly

important factor in this study as specialist people in the football industry are the people who need to be targeted rather than random people in the population.

Therefore it is sample cases of participants who are targeted in a strategic way based on their relevance to answer questions that are posed to them.

Bryman (2008), highlights how this often happens:

Very often, the researcher will want to sample in order to ensure that there is a good deal of variety in the resulting sample, so that sample members differ from each other in terms of key characteristics (Bryman, 2008 p.415).

This is something that this piece of work has attempted to do, as gaining the views of people of different ages, different ethnicity and different roles has been important. However, due to the highly difficult nature of gaining access to people in this industry some relevant people either as players, managers or directors or other people closely associated with the game. This means that by using a purposive sample approach, people have been targeted because of their relevance to understanding this social phenomenon.

There are two approaches that can be used in order to do purposive sampling these are theoretical sampling and the alternative snowball

sampling that I have adopted. Atkinson and Flint (2001) make the benefits of this clear:

... the technique offers real benefits for studies which seek to access difficult to reach or hidden populations. These are often obscured from the views of social researchers and policy makers who are keen to obtain evidence of the experiences of some of the more marginal excluded groups (Atkinson and Flint 2001 p.1).

This is the case in relation to my study as has already been mentioned, with a high number of difficult people to contact being in the football industry. Therefore by adopting this approach, it means the position falls under the position that Vogt (1999) have made. With one subject, providing another subject who in turn provides the name of a third and so on.

There is also another major advantage of this approach as Atkinson and Flint (2001) have highlighted. They point out how this can be seen to fall into the values of qualitative research:

The real promise of snowball sampling lies in its ability to uncover aspects of social experience often hidden from both the researcher's and lay person's view of social life (Atkinson and Flint 2001 p.5).

This is important point, and it can be seen to fall under some of the points that were made by Bryman (2001), in the first half of this chapter. It means that subtle comments that respondents make can be reflected upon, and understood. Another benefit that can be gained by using the qualitative approach is considering what is happening in the eyes of the people in the sport. Therefore by doing this it allows analysis to be done, whilst reflecting on this from a distance in a quantitative way would not have this benefit.

There are though some weaknesses in this approach, particularly in relation to bias. Van Meter (1990), has pointed out how snowball samples has this problem in relation to the inclusion of individuals with interrelationships, therefore there is an over emphasise on cohesiveness in social networks. This is a valid point, however, in this study and especially with several snowball samples being developed, there has been some success in reducing the consequences of this weakness.

The next important area to be covered in this chapter relates to how the original pilot interview occurred. This was a position that showed how qualitative researchers are able to benefit good fortune. I was lucky to gain an informal interview with Jeff Allen a prominent former black footballer, through a friend who met him at 10 Downing Street in an

award ceremony. He now performs a significant role within the football union, so he was a highly relevant person to interview. This interview was done through a telephone conversation, and as it was at a very early stage of my study the main hope was to gain greater background information.

This interview can be seen to have some huge benefits for this study in a number of ways. It made much clearer how this study would be able to proceed due a great deal of information that was gained, and some practical advice that was provided to contact different groups within football. It also showed an advantage of qualitative research as it provided an understanding of how the football industry works. However, the most useful benefit that was gained through this can be seen in terms of the relationship that was gained with the football union where a snowball sample became a relevant one that could be developed, with three people being interviewed.

The suggestion to contact other organisations that Jeff suggested such as the football organisation and the football managers union was capitalised upon with different snowballs being developed because of this. Contact was done either by writing letters, or simply by making telephone calls to the relevant groups. This meant that sixteen interviews were done, and

several snowball samples being set up with a normal group of around three people.

Another benefit that was gained here is that it made it clear that informal qualitative interviews was the most practical way to gain data in this study. There were a number of reasons why this was adopted. These can be seen to fall in line with the views of Bryman (2008), who has pointed out how research done through interviews, is a highly attractive method to use in qualitative research. It can also be considered a very practical way of doing research that does not have the same level of time constraint problems that observation studies have. This is particularly a problem for students doing a study with limited time and financial resources.

The next part of the chapter is going to be discussed relates to the type of interviews that were adopted. Bryman (2008) has pointed out how there are many different ways of referring to the interviews that are done, but the two most common terms are un-structured and semi-structured interviews. Bryman (2008) explains un-structured interviews as a basis where the researcher only uses a prompt in order to ask a brief set of questions. This can mean that they may just ask one single question, with the interviewee then able to respond freely. The un-structured interview

is frequently to a point where the interviewing seems to be very similar in character to a conversation.

Bryman (2008) has explained how the semi-structured approach is a more structured approach with a list of questions or fairly specific topics to be covered this is frequently called an interview guide. Despite they're being a semi-structure to the interview, the interviewee has a great deal of leeway in how they can reply to questions that they are asked. Bryman (2008) makes the position clear:

But, by and large, all the questions will be asked and a similar wording will be used from interviewee to interviewee (Bryman, 2008 p.438).

The interviews following the pilot example have been done through the semi-structured approach. This is because there has been a good background of knowledge that is demonstrated in the literature review, and the clear outline of questions to ask footballers that followed the Jeff Allen interview.

There are some definite advantages that doing this research in a semi-structured way that fit in with the advantages of qualitative research. Examples of these can be seen with gaining an insider role, in addition to being able to map behaviour that you can understand and relate to.

Perhaps the most relevant benefit that can be gained by adopting a semi-structured approach is that despite having definite questions to ask, it is flexible enough to try and capitalise on the very subtle comments that footballers make.

The next part of this chapter is going to explain how the interviews were done through telephone interviews. Bryant (2008) has explained how this is a very common approach for quantitative survey research. He points out how this is not the position in terms of qualitative research:

However, it has not been used a great deal in qualitative research. It is likely to have certain benefits when compared to face-to-face qualitative interviewing (Bryman, 2008 p.457).

One of the main advantages can be seen is that it is much cheaper to conduct qualitative interviewing by telephone, rather than the cost of travelling to interview people face-face. Another advantage that Bryman (2008) makes is that it is likely to be especially useful for interviewing people who are in hard-to-reach groups.

A very practical point that Bryman (2008) has highlighted can be seen with evidence that there is no statistical evidence that shows the difference between getting interviews by telephone rather than doing

them in person. This has been demonstrated by the studies of Sturges and Hanrahan (2004), who were conducting a study of visitors and correctional officers and jail inmates in California. This allowed a comparison between telephone and face-to-face interviews. Here fifteen face-to-face interviews were done, and nineteen telephone interviews, with no noticeable differences between the two interviews.

Another advantage of this made by Denscombe (2002) who highlight that people are more honest in telephone interviews than they are face-to-face ones. Following this they feel that they were able to produce some better and more accurate data. Perhaps one of the biggest reasons why this approach has been adopted can be seen with the huge saving of time and travel costs.

There are though a number of disadvantages to adopting this approach. Bryman (2008) highlights how interviews are unlikely to work very well when they are very long interviews. This is a genuine concern with these interviews with interviews in general taking around twenty minutes. Another problem can be seen with the fact it is not possible to observe body language to see how interviewees respond in a physical sense to questions, so significant issues such as discomfort, puzzlement or

confusion from people being interviewed is hidden through interviews being done in this way.

The next area to be discussed is the decision that has been made not to record the interviews. The major reason for this not being done relates to the pilot interview being done in a way that related to the problems that Bryman (2008) has made. He has pointed out how there can be technical difficulties with recording the interviews especially in terms of special equipment being needed. Even when this is bought a problem can still develop where the quality of the line is poor. As it was not a facility that was available in the early interviews that had occurred far quicker than had been intended, notes were made during these interviews. This obviously had difficulties in missing comments that had been made, or not understanding the context in which they had been made. Despite the weaknesses an important reason of why this was adopted related to the fear that people may be less open when they were interviewed.

In the results and analysis chapter, there are some important secondary sources that are going to be used in discussion with the data that has been gained through informal interviews. This is a readily available source, especially through the mass media, and it does have benefits as it is discussing issues that relate directly to the subject that this dissertation is

looking into. It also enables contemporary material to be accessed that carries up-to date events, which is especially relevant to English football where changes are constantly occurring. However, there are also a number of very obvious weaknesses in gaining information this way. As Livesey (2006), has highlighted, whilst it is a readily available sources of secondary data, much of this data is highly opinionated and deeply subjective. In addition that genuine views that people may wish to provide are frequently not shown, with only the views that the media want to show being shown. Livesey (2006) makes some relevant points about the advantages and disadvantages:

Analysis of the media (in all its different forms) often tells us more about the thinking and prejudices of various powerful individuals and groups, of course, but it nevertheless represents a significant source of qualitative data (Livesey 2006 p.11).

His views highlight the genuine concerns in using secondary sources, but also that benefits can be gained by doing this, especially when it is being used in the context of data that is gained through informal interviews, some of which have been with the same people who expressed similar views.

The next area to be discussed relates to ethical issues that need to be followed. The first issue relates to consent with this being provided by

the University of Leicester in order to do the interviews. In addition gaining consent from the people who were interviewed was also done. Both these people and the clubs that they were involved with were changed so that they were anonymous.

The sixteen people who were interviewed were given the following false names, Jeff Allen, Andy Green, Bob Holmes, Jon Cooper, Peter Evans, Des Banks, Fred White, Paul Sharpe, Clive Watson, Ron Gibson, Sam Murray, Jamie Osborn, Mick Douglas, Eddie Simpson, Trevor Williams and Gregg Small. In addition a copy of the notes made following the interviews were emailed to the people who had been interviewed, allowing them to make changes to any comments that they found unacceptable. This enabled the full autonomy of the people being interviewed and what they said to be gained before these interviews were used.

Finally, the full details of the interview guides, topics that were used and discussed, in order to carry out the informal interviews, are fully contained in the appendix section.

Chapter 4 - Results and Analysis

Introduction

The aim of this chapter is to present the findings of a series of qualitative interviews discussed in chapter three. It will present key themes, which emerged from this data and consider these in light of existing literature and research. Throughout it will be evaluated using the key concepts and ideas of figurational sociology. It will consider how respondents discussed key issues such as institutionalised racism and explore the potential barriers they illuminated to black managers gaining managerial positions.

The themes that will be discussed begin with the Football Union, and their important role in setting up the Black Managers Group. It will then go through all the relevant areas that were raised during the interviews, such as qualifications, 'networks' and the role of the white chairmen of English football clubs. The issue of 'glass ceilings' and the difficulty black managers in gaining a new job when they lose a job. It will then discuss the changes with foreign owners in the English game, before touching on the 'Rooney Rule' in American Football.

Football Managers Group

The first theme that is going to be discussed relates to the work of Jeff Allen and Andy Green, two former black players who have a significant role with the Football Union. I was able to speak to both of them through telephone interviews. Jeff Allen had been able to explain how in 2003, there was a number of retired, high profile black players such as Clive Watson and Ian Baldwin, who were trying to get managerial roles but they were not being able to gain these positions. Jeff Allen was able to make it very clear, what was happening in the English game with white players retiring, and gaining coaching roles that could lead to managerial positions. He also made the position in football very clear that black people did want to stay in football after retiring, he cited the Football Unions statistics that around 77%-78% of black players wanted to stay in the game.

Andy Green explained how the former black players were able to arrange a meeting in the summer of 2003 to tackle these barriers. The result of this was the formation of the Black Managers Group developing a partnership to challenge with the Football Union, Football Organisation,

Football Managers Union and the Anti-Racism Campaign. Jeff Allen made it clear that:

The aim of the Group is to, ‘sow the seeds’, ‘remove barriers’ and have ‘positive actions’.

He was able to back this up with a relevant point that can be looked at in a figurational manner. He explained how blacks in football were in a much stronger position than ethnic minorities are in other aspects of British society. This can be seen with some of the important changes that have occurred since Maguire’s (2003) work. Maguire (2003) had examined black footballers being “stacked” in set positions in the 1980s, and being in an inferior role than whites. Huge changes that Jeff Allen made clear since then with more black players coming into the game, and the problems of the past are being overcome. With football becoming a global game, especially with salaries increasing due to the effect of the mid-1990s Bosman rule.

The “power balances” for black people in a modern and complex society have changed have changed within the Football Union in recent years. Andy Green explained how this has happened, due to a more positive attitude of the Chief Executive of the Football Union Graham Smith. He has followed a policy of equal opportunities in the organisation, with

retired black players gaining the same percentage of work in the Union as people who play football. This needs to be seen as a significant change in the professional game, as there are some clear changes that black players have had to face in football in the 1970s and 1980s. Jeff Allen explained that the main aim was to be positive about the progress that has been gained; with a structure developing that will enable retiring former black players an equal chance to apply for managerial jobs.

Another member of the Black Managers Groups, a former white player Fred White who works also works for the Football Managers Union, was able to reinforce some the success that has been achieved here when he was interviewed. He made it clear that there has been a distinct improvement in the 'pool for black coaches', with more black people available for gaining positions. From a figurational perspective as Murphy (2003) outlined, the "power balances" are not equal. The progress here means that they are equal with the Football Union, and the Black Managers Group. However, that does not mean that that they are equal in terms of black people doing managerial roles. This point is empathised by Andy Green who made it clear that the Football Union have no effects on managers been picked.

Qualifications

The next theme to be discussed, relates to the important issue of qualifications. Jeff Allen was able to explain, how the Black Managers Group, has adopted a very positive attitude to enable current and retired black players to gain qualifications. The Uefa Pro Coaching Licence was introduced in 2003 to be mandatory to manage in the Premiership (BBC 2008). It is legislation that will be fully required to manage in the top league by 2010. It is a change to English football as it had been a more European approach, and in the other three Leagues no Qualifications are needed.

King (2004) has explained that when the course was originally introduced, only one of the 25-30 people invited to do this course was black. This position has now changed, at the request of the Black Managers Group, with a 25% proportion being agreed. This has meant that are black people are in an equal position to gain this qualification. It has in recent years enabled this percentage of black people doing the senior Applied Management Course at Warwick Business School. Bridgewater runs the course, and she was able to explain the benefits blacks gain from this course:

I would look at the point that there are more black coaches coming through er coming on the courses doing to the Uefa Pro-licence we have seen Iffy Onura and er Keith Alexander, Leroy Rosenior, other people coming through on those courses, erm if you encourage people through to be properly qualified as well if not better qualified you would expect that this will happen. It may be as a transition (BBC 2008).

This shows the huge benefits and progress that black coaches are gaining in that they are gaining skills that are needed to be able to be able get leading managerial roles.

During interviewing another former black player Andy Green, who is also heavily involved with the Football Union and the Black Managers Group. Andy Green was able to explain how black players felt about staying in football after retiring:

I see the position changing, it is a myth that black players did not want to work after retiring. The older players always wanted to do this. But there was no role models, no opportunities for them.

This shows the extent of the problem for that black people felt that they were facing. Andy Green was able to explain the prominent role he has had with the Black Managers Group to give confidence and belief that black people can stay in football after retiring. He was able to explain that black people, have also gained the lower qualifications such as the Uefa B CBA Qualification.

The positive action has meant that 12.5% of the people currently doing these courses are black and that is a success that is occurring. Andy Green was able to explain how he and Jeff Allen have both played positive roles, in trying to encourage more black people to remain in football. In addition by enabling black people to work towards the Uefa Pro Coaching Licence the chances of getting black people to be able to manage at the highest level is increasing. There is also a problem that both blacks and whites face was made clear by white director Ron Gibson, who explained getting all of these qualifications cost around £100,000 and that is a considerable cost.

There is a relevant point that needs to be made here. The success that is being achieved is to encourage black people to get qualifications that mean they can be able to manage clubs. There are many other barriers that they need to overcome despite the qualifications that they are gaining. From a figurational perspective the importance of history does need to be taken on board. Malcolm's (2003) work on cricket can be seen did underline the dominance that the white group had over blacks in the Caribbean since the 18th century. The blacks were set in lower status positions, and Malcolm (2003) was able to explain how this remained in English cricket in mid-1990s. Therefore the traditional of blacks being

seen as an “established outsider” in Britain has historical roots, and despite this progress it is still an issue now.

There are also elements of English football that shows the very inconsistency that exists within it. An example of this can be seen with Gareth Southgate in 2006 being able to become a Premier League manager despite not having the qualifications that were required BBC (2008). It was the appointment of Gianfranco Zola that can be seen as particularly significant. A former black manager, Trevor Williams explained his view on this:

If he had got this in Italy he couldn't have done the job. That's what happened with David Platt, when he took over in Sampdoria. He could not work there as a manager, without the qualification.

This shows that rules can be completely ignored in football and this is an ongoing problem in football.

The extent that the ignoring of rules in football was made clear by the white coach Bob Holmes. He cited the very unprofessional structure that caused significant problems for white and black former players. He explained that:

People working towards, paying the money to gain qualifications, before discovering that other people without them are appointed to jobs.

This shows an ongoing problem, and especially with managerial positions only being required in the Premiership and they are frequently ignored. This needs to be seen as a position that has to improve, for qualified blacks and whites. In addition if lower qualifications were made mandatory across the leagues it would benefit all people in order for them to gain managerial roles.

‘Networks’

The next theme relates to the importance of ‘networks’ in the professional game. All of the sixteen people who were interviewed made it clear that that ‘networks’ were crucial in people gaining positions in football. There are problems in relation to this, fall in line with the comments that Bob Holmes made of people gaining jobs without having the qualifications. As a white person being interviewed, Bob Holmes was open, in admitting that ten years ago the ‘networks’ were a major barrier that stopped former black players such as Luther Blissett gaining a managerial job. Issues such as these can be seen to be in line with the

work of King (2004) who looked closely at problems that black people faced in gaining work after getting qualifications.

King (2004) was able to explain how white people were able to subtly develop 'networks' and form relationships, whilst black people were excluded. His interview with a former black player Darren Smith, who was experiencing problems trying to gain his first coaching role made the position very clear. He pointed out that:

I've got my Prelim badge and my full badge and I have been told that my name has been put forward by the Professional Footballers Association. But I want to know if my name was put forward when a proper job comes along. I have developed networks I know many players I see players that are my age and who I have got to know, where are these networks, does that mean that they know more people than me? It seems that my networks do not get me a job (King 2004, p.55).

This can be seen as clearly showing the problem, as here Darren Smith feels he has done everything he can to gain work, but he does not feel any further forward.

There were some black people who were interviewed who were able to point to the benefits that some black people have gained from 'networks'. The former black player Clive Watson was able to cite a good example of this. He explained how a black friend Lee Jackson, was able to use

‘networks’ to gain a job at a London club as a forward coach. There was one new discovery that was made when interviewing a former black manager Trevor Williams. He made a highly relevant point relating to the cultural differences between blacks and whites.

This was explained by relating it to a former colleague Peter Coppell who contacted him in order to offer him a new position as an assistant manager, at a lower league club. Trevor Williams clearly explained how white people trying to gain work would constantly contact people that they know, in order to develop ‘networks’ to get a job. This is something that black people, whose culture is different, would not do. He cited a mythical example of how black people would deal with an issue, referring to the example of Paul Ince and Les Ferdinand.

When Paul took over at Blackburn Rovers as a manager, he made it clear that Les would not call him up in order to try and get a job there. Instead Les would only go there if Paul offered him a job there. He would not constantly contact him to try and gain a position at Blackburn, whilst he explained this is what white people would do. Now if this is a genuine difference in the white and black cultures, and it can be seen as an important cultural divide that would make it easier for whites to gain roles than blacks. Unfortunately no other black person made this issue,

and it was only made in the last interview with people directly in the football industry.

Chairman

The next theme to be discussed can be seen in terms of the chairmen and owners of football clubs. Back et al (2001) made it clear that very few clubs had people from ethnic minorities at Boardroom level. This research also found a similar position occurs now, as the black manager Des Banks made clear, when he was only able to cite examples of Asian involvement at Oxford United and Macclesfield Town. This needs to be seen as an important area of “power balances”, with the white controlling groups being the “Insiders” in the English professional game. The reality is clearly explained by former black player Cyrille Regis:

you tend to think that sport does mirror society, you look at, you speak to all your friends in management, friends outside football, works in banks, factory floors, when it comes to management it is a different story, get to a level of a footballer, which is basically you are an Indian, but when you can be a chief, you are ordering people around, you're have big budgets, you're a face of the company, then there is different barriers altogether (BBC 2008).

This needs to be seen as a clear point that he has made. For black people to take over in a managerial role, and having major control of football

clubs they control the finances with very large budgets. This becomes a very hard position for retiring black footballers to get into managerial roles. Despite being able to increase their ability to gain qualifications due to the work of the Black Football Group, there hopes of actually gaining managerial positions is a great deal harder due to their role as “outsiders” in society.

In this research the issue of ‘unwitting and unconscious’ racism that Macpherson (1999) highlighted, can also be seen as something that occurs when chairman choose managers. This point is clearly made by Bob Holmes when he was interviewed:

Institutionalised racism does exist in the professional game. Too often chairmen choose managers who are not - ‘too risky’ or that are on their ‘wave length’. It is not people intending to do this, it is simply what happens.

This needs to be seen as a major problem that retiring black managers face, when they are trying to become managers. Although a white coach expressed this view, his opinion is in line with a former black manager Leroy Rosenior. When he was interviewed:

Don’t get me wrong, it’s not a racist thing, it’s how people perceive you. Sometimes chairmen want to look at someone they can relate to rather than coaching ability (The Telegraph 2009).

Here a former black manager, who has done well managing lower level clubs, but gaining a higher level club has been very hard due to being a black person. The dynamical networks of relationships that are occurring in football the white boards are making the decisions, on who gains managerial positions. This means although the blacks position is improving when it comes to gaining high profile roles they are as Maguire (2003) cites the “established outsider”. In this position it is a very hard problem to overcome, with problems remaining there.

Jeff Allen explains problems that the Black Mangers Group experienced when they asked football clubs how they choose managers. It was looked at in 2003, and a number of issues were made very obvious to them. He explains that:

There was no structure to how this was being done. One Premier club used adverts. Other clubs identify people and go and get them, with many clubs using the ‘old pals network’.

This again shows both problems with football being a very unprofessional game, showing how potential black and white managers do experience similar problems.

Jeff Allen did explain how the position is becoming much better in the professional game. This view was backed up the views expressed by Eddie Simpson, a black chairman of a Championship club when he was interviewed. He was able to explain how it was becoming a much more business based professional environment. Due to this the best people were getting employed in managerial roles. He does accept that less black people are getting employed for jobs, but without doubt ethnicity is becoming far less of an issue now. His views were very interesting as he was able to make clear progress that has occurred in the professional game is very positive. He compared this to previous work he has done in Property Development, where ethnic minority groups are rarely seen in this industry.

Ron Butler a white board director was able to explain that the lower down the league you go, the structure becomes far less professional. A black manager Des Banks, who has managed at the lowest level, was able to demonstrate this. He was able to praise one white chairman he worked for, but also cite other another bad example:

I had got the team, to 8th in the league, a new chairman took over, he wanted his choice so I was sacked, that is football.

This needs to be seen as a typical aspect of the unprofessional nature of English football that can be based on big name, high profile people. Des Banks, also felt that retired black players had a much higher chance of gaining positions at lower division clubs if they were former 'big name' players. This can be seen to relate into the next theme with the 'glass ceilings' for black managers.

'Glass Ceilings' for Black People in Managerial Positions

The next theme relates to the problem that black players have faced in almost exclusively only gaining managerial roles at lower league clubs. This was an issue that a number of black people raised as an issue when they were interviewed. Bridgewater explained that sixteen of the twenty-two black managers between 1992-2005 were doing jobs at the lowest level BBC (2007). The first black manager to gain a position at the highest level can be seen in Scottish football with John Barnes managing Celtic. He only managed at this level for six months until he was sacked in January 2000 BBC (2009). In Premier League English football, the only black managers were foreign people with Ruud Gullit (Chelsea and Newcastle United) and Jean Tigana (Fulham) until Paul Ince managed Blackburn Rovers in 2008.

This can be seen as an important issue with black managers finding it very hard to break the 'glass ceiling'. This was demonstrated with Gregg Small a black man from the Anti-Racism Group who during his interview made it clear that this is a problem in British society for ethnic minorities in many industries. Clive Watson reinforces this by pointing to 'Institutionalised racism' that occurs across British society. He was able to develop this by saying that the problems that retiring black footballers face is similar to what ethnic minorities face in trying to join the Police. This is a relevant point when again related to the "Insider" and "Outsider" groups. In football the "Insider" still controls the "power balances" and it is making it very hard for blacks to gain managerial roles. As was made clear by Clive Watson, the only way to get over this is to keep challenging it.

Examining the Paul Ince position in 2006 can be seen as important, especially in comparison with two famous white managers Gareth Southgate and Roy Keane as all three of them came to the end of their careers. The issue of qualifications will not be discussed here as it has already been examined, and none of these three people had them, as they became managers. Southgate was able to gain the Middlesbrough job, having been captain at the club for a number of years, in a similar way

Roy Keane was able to gain the Sunderland role as the club was taken over by fellow Irish owners.

Paul Ince can be seen as being in a similar position as he was 38 coming to the end of his playing career at Wolves BBC (2008). The job had become available, and it was a role that he wanted to take over, however, he was overlooked as Mick McCarthy was appointed manager. A number of black people who were interviewed felt that being black made it harder for him to gain this position. The position that they were all in was very similar but despite them both having a good background to gain the position, Southgate and Keane gained this job, but Ince was not able to. The problem here, is that you do not know if it related to racism, a black person being excluded in a racist way, Clive Watson made it clear how you do not know the problem:

You cannot see the problem - You are not able to tell – the real issue.

This needs to be seen as a major issue, and one of the biggest problems to know if black managers are remaining excluded from gaining managerial roles, as it is not clear what is causing this problem.

After failing to gain the Wolves job Paul Ince was able to gain a low level position at struggling League Two club in Macclesfield in December 06. Prior to an FA Cup game at Chelsea he was interviewed, and he gave his feelings about black managers. He was able to explain what he hoped to do:

I'm not accusing anyone but it's strange that all the great black British players from the past have just disappeared. It would be lovely if I could break that mould. I was the first black captain England ever had, and becoming the first black English Premiership manager would be another milestone (The Guardian 2008).

This showed the problems that have been ongoing for blacks, and how he had the desire to be the first English Premiership manager. It can be seen to fall in line with Clive Watson's comments, with racist problem being very hard to see. Despite not gaining a major role Paul Ince did manage to keep a small club, Macclesfield in the league and gain a larger role at MK Dons. He was able to show his ability here by getting them promoted to League One in 2007-08, and also a win a Wembley final that year. Due to this success he was able to gain a Premiership managerial role at Blackburn Rovers in June 2008 (BBC 2008).

One clear point was made through the interviews with some black people is that the position is getting better. Andy Green made this clear:

Black players have a greater in wanting to become coaches or managers. But a 'role model' is needed. Possibly Paul Ince could play this role.

This shows what blacks feel needs to happen, and this was made very clear in the interview. There was positive views that were made, but Andy Green made it very clear that this was been done with very 'slow process'. There are some definite differences between the ways black and white people reacted to the Paul Ince issue when they were interviewed. Black people felt he did not get the Wolves job due, the fact he is black, whilst white people found another reason to explain it. In addition Peter Evans explained a typical white view:

Now there is not an issue. It is an excuse, for not gaining roles. Years ago it was an issue, but that is not now the position.

This showed that white people; felt that problems had been overcome now. This is relevant for the research it as if they feel the problem has been solved, when the statistics in football clearly show that it has not been solved.

The next issue can be seen in terms of the problems that black managers find in gaining a second job, after losing their first role. This is

something that was made very clear by Mick Douglas. The interviews were done prior to Paul Ince being sacked from the Blackburn job in mid-December 2008, after the team were performing badly in the Premiership. It is a very important issue as John Barnes, was in a similar position in 2000 when he was sacked from the Celtic job after six months. Since then he has not been able to explain the problems that he has had to face:

I've applied for numerous jobs and sometimes I haven't even had the courtesy of a reply to my application letter. Perhaps I could understand it if I was applying for jobs at the top level but these were clubs in League One (BBC 08).

This needs to be seen as relevant as it shows the problem that serious people like John Barnes have to face, gaining a role, being sacked and then not getting a chance of gaining a second job. It was a point that many black, and some white people made clear during the interviews.

If black managers find it hard to gain new jobs there have been some examples of white managers gaining job after job to continue their career, despite a lack of success. Clive Watson cited a former white manager John Ball, who went between jobs despite being sacked several times in an unsuccessful managerial career. This can be related to the 'networking' point that has already been made, with white men able to take advantage of this to continue their career. From a figurational

perspective this again can be seen as an example of the “insider” and “outsider” groups with white people being able to develop relationships in a way that is far harder for black people.

Greg Small also agreed with this point when he was interviewed. He works for the Anti-Racism campaign, and he made clear that black people despite qualifications are not getting chances. However, it is an industry where whites as well as blacks can find this a tough place to work.. This point is made by Fred White, who makes it clear that six-hundred people have been managers in the last ten years, with only fifty of them being in any capacity at clubs now. He also makes it clear that managers now get sacked much quicker, and these are problems that both ethnic groups face in an inconsistent industry. This is one of the central points that these findings have gained, that this culture in football is one of its biggest weaknesses.

Foreign Owners

The next theme that will be discussed, relates to the huge changes in the way that the highest-level football managers have been chosen in recent years. This needs to be taken in the context of changes in the Premiership since it was formed in 1992, with it becoming a global game

with many foreign players coming into it. Perhaps the biggest change in relation to this work can be seen with foreign owners taking over major clubs such as Manchester United, Chelsea and Liverpool. This has meant that when jobs become available with either clubs like these or even the England team, it is foreign managers who are likely to gain these roles. This excludes black or white English candidates from gaining these positions.

This issue was discussed with people whilst they were interviewed, with Fred White from the Football Managers Union making the position clear. He cited this as another example of the inconsistency that was happening in football. He explained that:

In countries such as Spain, people such as Benitez can do well at a club, like Tenerife, and then win the title at Valencia. This got him the move to Liverpool. Here English managers, such as Alan Curbishley who did so well, for so long at Charlton. None of the big clubs came in for him here. This is the problem here – English managers do not have a chance to get big clubs here.

This is an important point it reinforces the changes that are happening in the English game. It has become a global game to the extent that all English managers find it almost impossible to gain managerial roles at high status Premiership clubs.

This needs to be seen as significant from a figurational perspective. It falls in line with Elias's "blind" or unplanned social processes. The changes with the development of the Premier League in 1992 have meant that unintended consequences have occurred changing the control of the football industry. The white groups who had been the "Insiders" have changed with them losing their control of gaining top positions as managers. This has significantly reduced the amount of "power" that they have, and it has also developed a situation that is very hard for them to be able to develop careers. Therefore this needs to be seen that in addition to all the historical barriers that the blacks face, it is incredibly difficult for both blacks and whites to succeed as managers in English football.

The final theme to be discussed is the NFL example that was made in the Literature review chapter. The work of Duru (2008) enabled him to highlight success that has caused in the American sport, with six out of the thirty-two head coaches to be black. There was a great deal of people who were interviewed who were 'open' to this being considered if it was fully investigated. However, a central problem became clear that was highlighted by black and white people. Both Clive Watson and the white manager Jon Cooper did not feel that this was a practical measure as it was against the Restriction of Trade agreement, and therefore it was not

be possible to adopt this. Therefore in English football it is not a practical approach to follow.

Final Comments

The chapter will conclude by making clear some of the important points that have been made clear in it. These findings have been able to highlight that there has been some clear progress that has been occurring in English football in recent years. However, it also needs to be seen that problems do still remain. The main benefit that these findings have been able to show is the huge amount of positive work that has been done by the Football Union and the Black Managers Group. Jeff Allen made this clear:

Through football it is easier to have a positive influence – promote the interests of black players. Here black players are able to punch above their weight.

This is a good point that this research has been able to gain, that positive progress is happening, showing ethnic minority groups are in a better position in football than people in other industries. The best advantage that they have been able to gain is to be able to get gain qualifications, and increase their chances of gain positions. Despite the problems Black

Managers Group, are doing everything they can to ‘level the playing field’. Another benefit that they have is the equal position in terms of the “power balances” that they have gained in these unions.

One significant ‘problem’ that they do face is despite this progress constant issues are still there, and it shows the inconsistency of football. A good example can be seen with qualifications being gained, and then as Bob Holmes made clear, people are handed these without having qualifications. This is something that affects blacks, but also whites in football. The ‘networks’ can be seen as an important factor, especially if Trevor Williams comments are correct, and black Caribbean culture is very different to that of white English people.

The biggest problem that does still remain needs to be seen with the blacks still being “outsiders” in terms of gaining the positions. The fast speed of managers getting sacked is made worse for blacks hind it harder to gain a second role when they have been sacked. The issues of ‘glass ceilings’ also is relevant, and as Andy Green made clear, football does need a major black person to breakthrough at the highest level. Another significant issue has been underlined made by Clive Watson, when he explains that you cannot tell if someone is being racist, there is no way of

knowing. This is the impossible problem to solve, especially as you do not know if that is happening.

There are important affects on whites that can be seen with regard to the foreign owners coming into the game, and white managers not being able to gain roles at top clubs. This shows from a figurational perspective that the dynamic networks can have unintended consequences, and in this case football needs to be seen as a world game. This means that in addition to the historical barriers that blacks have to face, whites and blacks have huge problems trying to succeed as managers at the top clubs in English football.

Therefore despite the huge progress that has occurred in football, with blacks being much further forward, ‘problems’ are still there. In terms of resolving these it is a very hard to do. Des Banks makes this clear:

It is very difficult to get an answer to the problem – if we could we would have done it – it is very hard to solve the problem.

This sums the position up, that despite huge progress it is a very hard problem to overcome.

Chapter 5 – Conclusion

The aim of this work has been to discover the reason why there has been an under-representation in ethnic groups in managerial positions in the professional English game. This has been achieved by undertaking a number of qualitative interviews with people who were very closely connected to the football industry. Through this research some key findings have been developed, highlighting the 'problems' and also what positive progress is occurring in this issue.

The literature that was examined was highly relevant, through the figurational work of Maguire (2003) and Malcolm (2003). They explained key concepts in England through the subjects of Rugby Union/League, Football and Cricket. This was therefore highly practical to reflect on, when analysing the data that has been gained in this study. Relevant literature produced by King (2004), was used as it clearly explained problems that retired black players have when they are trying to get into coaching and managerial positions. Finally sources such as Hill (2001), Orakwue (1998) and Back et al (2001) were also referred to.

The first of the key findings that have been discovered in this research can be seen with the progress that is occurring. By holding informal

qualitative interviews to major black figures Jeff Allen and Andy Green, the work of the Football Union and the Black Managers Group was clearly explained. Through their work, agreements have been reached with an equal opportunity policy being agreed that requires 25% of the people pursuing the Uefa Pro Coaching Licence qualification. This is needed to manage in the Premier League. In addition 12.5% of the total number of players attending the lower level qualifications are now black, that demonstrates a positive increase. This has the consequence that through their work the “power balances” here in the Football Unions are far closer to being equal.

Despite the positives that are happening there are still huge problems, with some exclusively facing blacks, and others that face both blacks as well as whites. One of the key problems that both groups face is that the qualifications are being gained, however, jobs are being given to people who don't have the relevant qualifications. The white coach Bob Holmes accurately explains the problems of people being given jobs despite not possessing qualifications. The best example in recent years can be seen with Gareth Southgate and Gianfranco Zola gaining management roles yet without having the qualifications that are needed for Premiership jobs. This is a very common problem in England league

football and one that is very inconsistently adhered to by the football authorities.

The next key finding can be seen with the way that the ‘network’ system works. This sums up the level of the problems that remain, in the professional game, and something that is very hard for black people to overcome. If the “power balance” is apparently far more equal with the progress blacks are making, the way the ‘network’ system works shows that blacks are definitely “outsiders”.

Despite this, an interesting finding has been gained in this research through the comments of Trevor Williams. His ideas of cultural differences between blacks and whites could contribute to the understanding of the reason for the lack of black managers in the game. This is with white people contacting people in positions to try and gain a new job, and black Caribbean culture being different, waiting for people to contact them to offer them a new role. This issue would be an interesting one for people to investigate in future research.

The next key problem can be seen in terms of the Chairmen in English football being almost exclusively white people. Here the white groups have the control of the “power” and due to the very high level of finances

at football clubs, giving that control to black people is something that could be very hard for them to do. The points made clear by the English coach Bob Holmes shows the major problem that is still there, with Chairmen wanting to give positions to white managers who are not 'too risky', or that are on their 'wavelength'.

This point made by a white person is, perhaps, best understood in conjunction with the views of Clive Watson, in that one just does not know if someone is behaving in a racist way as there is no way of knowing. Some progress was shown in the research through the positive comments of the only black chairman Eddie Simpson, with football becoming more professional and ethnic problems beginning to be overcome. This needs to be seen as some progress, but the inconsistent problems of managers being picked in the lower leagues was made very clear by Ron Gibson.

Another key finding is that blacks face is 'glass ceiling', with black players struggling to gain roles at the highest level. This needs to be seen as another area that is very hard for black people to overcome. With Paul Ince being appointed to the Blackburn Rovers position in 2008 there was some progress, but this needs to be seen as another barrier that blacks face. The sacking of Ince after only six months in charge falls in line

with the point that Fred White made clear, with managers in English football are now getting sacked after an increasingly shorter spell in charge. Another key finding that became very clear is that white managers have a much greater chance of gaining a second role if they get sacked. The point that Clive Watson makes is demonstrated by the example of the failing white manager John Ball gaining job after job, where it is hard for black managers to get a second chance.

The final finding needs to be seen in terms of the concept of changes in the Premiership since it was formed in 1992, with it becoming a global game with many foreign players coming into it with foreign owners also taking control of clubs such as Manchester United, Chelsea and Liverpool. As was made very clear by Fred White, that it is something clearly affecting English managers, preventing them from developing professional careers in the same way people such as Rafael Benitez achieved in Spain.

The foreign owners taking over some of the leading clubs has caused unintended consequences with the changing control in the football industry. This has significantly lowered the control of potential white managers who were “Insiders”, but now need to be seen in a position that their “power” has been significantly reduced. So it is a further barrier for

potential black managers, in addition to the other problems that they face in gaining management roles.

The main suggestion for changes that needs to occur relates to the unprofessional nature of the supposedly professional game, especially in relation to qualifications. Rules need to be brought into the professional game, and followed through with. This would mean that Premiership clubs would only be able to appoint managers who possessed the Uefa Pro Coaching Licence qualification. In addition it also needs to be brought in at three lower league divisions, and adhered to. This would make the game more professional, and it would give more confidence to white and black players gaining qualifications. This would not solve all the problems that blacks face but it would be a step in the right direction.

In terms of directly overcoming the problems that blacks face in becoming managers the position that is faced was highlighted by Des Banks. It is a very hard problem to solve; it is almost impossible to do this. There is though some good progress that has started, and continuing through with this, for the moment is the only practical option. With more black people gaining qualifications, and some small success being enjoyed by black managers there is some progress in trying to solve such a difficult problem.

Finally, there are two suggestions for future academic studies that could be undertaken. Firstly, following the suggestions of the black Chairman Eddie Simpson. He made it clear that problems ethnic minorities face in football are much less significant than those he has faced in other business areas that he has worked in. Eddie Simpson made it clear that there were very few black people working in the Property industry. Investigating issues here may raise some highly obvious examples that ethnic minorities have to face. The second area that could be investigated relates to Trevor Williams' viewpoint, of the differences in the culture between blacks and white people in the professional game.

Notes

Full List of References

Adler, P.A. (1985), *Wheeling and Dealing: An Ethnography of an Upper-Level Drug Dealing and Smuggling Community*, New York: Columbia University Press. In Bryman, A (2001) Quantity and Quality in Social Research London: Routledge.

Atkinson and Flint (2001): Accessing Hidden and Hard-to-Reach Populations: Snowball Research Strategies, Online. Available: sru.soc.surrey.ac.uk/SRU33.pdf April 14th 2009.

Back et.al (2001): The changing face of football, racism, identity and multiculturalism in the English game, Oxford, Berg Publications.

Bains, J. (2005), 'Asians Can Play Football' in Asians can play football: Another wasted decade – A report from the Asians in football foundation, Leicester: Asians in Football Forum, p. 5-9.

Bains, J. and Patel, R. (1996): Asians Can't Play Football, Solihul, Midland Asian Sports Forum.

Barnes, J. (1999): John Barnes: The Autobiography, London, Headline Book Publishing.

BBC (2008): Online Available:

http://news.bbc.co.uk/hi/english/static/in_depth/uk/2002/race/1950

May 31st 2008.

BBC (2008): Online Available:

<http://news.bbc.co.uk/sport1/hi/football/6189330.stm> December 18th

2008.

BBC (2008): Online Available:

http://www.bbc.co.uk/birmingham/content/articles/2007/03/15/football_black_managers_feature.shtml

30 April 2008.

BBC (2008): Online Available:

<http://news.bbc.co.uk/sport1/low/football/6199338.stm> 23rd June 2008.

BBC (2009): Online Available:

<http://news.bbc.co.uk/1/hi/scotland/637415.stm> 3rd of March 2009.

BBC (2007): Online Available:

<http://news.bbc.co.uk/sport1/hi/football/6376121.stm> - February 22nd
2007.

BBC (2008): Online Available:

http://news.bbc.co.uk/sport1/hi/football/teams/b/blackburn_rovers/7457696.stm 12th July 2008.

Bresnen, M. (1988): “Insights on site: research into construction project organisations”. In A. Bryman (ed.): Doing Research in Organisations, London, Routledge.

Bryman, A. (2001): Quantity and Quality in Social Research, London, Routledge.

Bryman, A. (2008): Social Research Methods, Oxford, Oxford University Press.

Burdsey, D. (2007): British Asians and Football, Culture, identity, exclusion, London and New York, Routledge.

Collymore, S. (2004): Tackling My Demons, London, HarperCollins Willow.

Commission for Racial Equality, (2004): Goal: Racial Equality in Football, Summary of research findings and action plan, London, Head office.

Denscombe, M. (2002): Ground Rules for Good Research, Buckingham, Open University Press.

Dunning, E., Malcolm, D. and Waddington. I. (2004): Sport Histories: Figural Studies in the Development of Modern Sport, London, Routledge.

Dunning, E. (1972): Dynamics of racial stratification: Some preliminary observations. *Race*, 13, 415-434.

Duru, N. (2008) The Fritz Pollard Allcance, the Rooney Rule, and the Quest to “Level the playing field” in the National Football League, Virginia Sports and Entertainment Law Journal.

Earle, R. and Davies D. (1998): One Love The Reggae Boyz: An Incredible Soccer Journey, London, Andre Deutsch Ltd.

Eitzen, D.S. and Yetman. N.R. (2003) 'Racial Dynamics in American Sports: Continuity and Change'. Module 4 Part 4 p.123-147, MSc Sociology of Sport (by distance learning), University of Leicester, Leicester.

Elias, N. and Scotson, J. (1965). The Established and the Outsiders: An Enquiry into Community Problems, London, Frank Cass.

Ferdinand, L. (1997): Sir Les, The Autobiography of Les Ferdinand, London, Headline Book Publishing.

Ferdinand, R. (2006): Rio My Story, London, Headline Publishing Group.

Filstead, W.J. (1979), 'Qualitative methods: a needed perspective in evaluation research', in T.D. Cook and C.S. Reichardt (eds), *Qualitative and Quantitative Methods in Social and Educational Research*, Beverley Hills: Calif. In Bryman, A (2001) Quantity and Quality in Social Research London: Routledge.

Geertz, C. (1973): The Interpretation of Cultures, New York, Basic Books.

Giddens, A. (2001): Sociology, 4th Edition, Oxford, Blackwell Publishers Limited.

Guba and Lincoln (1985), 'The Context of Emergent Paradigm Research', in Y.S. Lincoln (ed.), Organisation Theory and Inquiry: The paradigm Revolution (Beverly Hills, Calif.:Sage). In Bryman, A. (2008): Social Research Methods, Oxford, Oxford University Press.

Hill, D. (2001): Out of His Skin, The John Barnes Phenomenon, London, WSC Books Ltd.

Horne, J. and Jary, D. (1987) 'Sport Leisure and Social Relations' edited by John Horne, David Jary and Alan Tomlinson, Sociological Review Monograph 33. Routledge and Keegan Paul, London and New York, reproduced in, University of Leicester (2003) Module 6 p.111-139, MSc Sociology of Sport (by distance learning), University of Leicester, Leicester.

King, C. (2004): Offside Racism, Playing the White Man, Oxford, Berg Editorial Offices.

Lincoln, Y.S. and Guba, E.G. (1994), 'Completing Paradigms in Qualitative Research' In N.K. Denzin and Y.S. Lincoln (ed.s), Handbook of Qualitative Research (Thousand Oaks, Calif.: Sage). In Bryman, A. (2008): Social Research Methods, Oxford, Oxford University Press.

Livesey (2006): Theory and Methods. Reliability, Validity and Triangulation, Online Available:
www.sociology.org.uk/methsec1.pdf -December 18th 2008.

Macpherson, Sir W. (1999): *The Stephen Lawrence Enquiry: Report of an inquiry by Sir William Macpherson of Cluny*, London: HMSO. In Back *et.al* (2001): The changing face of football, racism, identity and multiculturalism in the English game, Oxford, Berg Publications.

Maguire, J. (2003) 'Racism and British Sport: The Case of Elite Male Afro/Caribbean Soccer and Rugby Union Players' Module 4 Part 4 p.149-173, MSc Sociology of Sport (by distance learning), University of Leicester, Leicester.

Malcolm, D. (2003) 'Stacking in Cricket: A Figural Sociological Re-appraisal of Centrality', Module 4 Part 4 p.197-218, MSc Sociology of Sport (by distance learning), University of Leicester, Leicester.

Murphy, P. (2003) 'Introduction to Figural Sociology' in *Introduction to the Sociology of Sport*, Module 1 p.341-350, MSc Sociology of Sport (by distance learning), University of Leicester, Leicester.

Orakwue, S. (1998): Pitch Invaders, London, Cassell Group.

Pettigrew (1997), 'What is a Processual Analysis?', *Scandinavian Journal of Management*, 13:337-348. In Bryman, A. (2008): Social Research Methods, Oxford, Oxford University Press.

Rojek, C. (1992) "The Field of Play in Sport and Leisure Studies". In Dunning, E. and Rojek, C. (ed): Sport and Leisure in the Civilising Process, Critique and Counter Critique, Basingstoke and London, Macmillan.

Skeggs, B. (1997), *Formation of Class and Gender*, London:Sage. In
Bryman, A. (2008): Social Research Methods, Oxford, Oxford University
Press.

Sturges and Hanrahan (2004), 'Comparing Telephone and Face-to-Face
Qualitative Interviewing: A. Research Note', *Qualitative Research* 4:
107-18. In Bryman, A. (2008): Social Research Methods, Oxford,
Oxford University Press.

The Guardian (2009): Online Available:

<http://www.guardian.co.uk/football/2007/jan/02/macclesfield>

Thursday 23rd April 2009.

The Telegraph (2009): Online Available:

[http://www.telegraph.co.uk/sport/football/2368144/Rosenior-My-](http://www.telegraph.co.uk/sport/football/2368144/Rosenior-My-colour-has-held-back-my-management-career.html)

[colour-has-held-back-my-management-career.html](http://www.telegraph.co.uk/sport/football/2368144/Rosenior-My-colour-has-held-back-my-management-career.html) March 22nd 2009.

Van Meter, K. (1990): *Methodological and Design Issues: Techniques of
Assessing the Representatives of Snowball Samples*, NIDA Research
Monograph, 31-43. In Atkinson and Flint (2001), Accessing Hidden and
Hard-to-Reach Populations: Snowball Research Strategies, Online.

Available: sru.soc.surrey.ac.uk/SRU33.pdf April 14th 2009.

Vasili, P. (2000): Colouring Over the White Line, The History of Black Footballers in Britain, Edinburgh, Mainstream Publishing Company.

Vieira, P. (2005): Vieira:My Autobiography, London, Orion Books Ltd.

Vogt, W.P. (1999): Dictionary of Statistics and Methodology: A Nontechnical Guide for the Social Sciences, London: Sage. In Atkinson and Flint (2001): Accessing Hidden and Hard-to-Reach Populations: Snowball Research Strategies, Online. Available: sru.soc.surrey.ac.uk/SRU33.pdf April 14th 2009.

University of Leicester (2003), 'Introduction' Module 4 Part 4 pp7-16, MSc Sociology of Sport (by distance learning), University of Leicester, Leicester.

Warwick, D.P. and Lininger, C.A. (1975), *The Sample Survey: Theory and Practice*, New York: McGraw-Hill. In Bryman, A. (2001): Quantity and Quality in Social Research, London, Routledge.

Williams, J. (1992): Lick My Boots... Racism in English Football, Leicester, University of Leicester.

Williams, J. (1993): Highfield Rangers An Oral History, Leicester,
University of Leicester.

Wright, I. (1996): Mr Wright: The explosive Autobiography of Ian
Wright, London, Collins Willow.

Appendices

Questions to ask Jeff Allen – Football Union – A Pilot Interview

Background

Unexpected situation developed, gaining contact with a former footballer that now has an important role in the Football Union. Access gained through a friend being in contact with him at 10 Downing Street.

Basic Questions

A pilot interview developed, asking more general questions to learn more about the role of the Football Union, and his views on the lack of black people in managerial positions.

Questions

What is the Football Union to try and get more black people in managerial positions?

What problems does he see, preventing black people gaining managerial positions?

Is racism an issue, and a cause of the problem?

Is it an issue that black people do not want to gain managerial positions
don't want to do this?

The American 'Rooney Rule' is this a relevant example – that could
overcome the problem?

More than anything to learn more from his views, and opinions, as I am
still at an early stage.

Try and gain access to some people that I could also interview about this.

Andy Green Telephone Interview

About the interview

This is an informal interview – to find out what more players/former
players feel the reasons why there are so few black people in managerial
positions in English football.

The identity of the former players – name and clubs they have played I
will remove and change - their identity will be protected. The interview

to be a telephone conversation and expected to last for around 20-25 minutes.

Opening questions – about their playing careers

Ask them about their playing career.

Where they have played?

The type of environments he played in?

How football has changed during their careers – relating this to what football is like now?

Managerial roles?

What managerial experience have you had?

What problems have you had?

What do you think has caused these problems?

What has prevented you having a more successful career?

Ask about the comments he has made with the media.

The problems he has experienced in jobs that he has gained?

Qualifications – Pro-licence

Have you done any qualifications?

How have you found these qualifications?

Do you think this position is changing?

Networks

Definite questions in relation to 'networks'.

How important do they think that the networks are to get jobs?

How do they think that this works?

Do they consider that there are any problems here – relating to the networks?

What are their opinions on this?

Are there 'barriers' within the networks that stop former black players from gaining positions?

The Football Union

Black managers group - what do you think that they have done that has helped?

The Paul Ince gaining the a Premier League management position, do you think that is going to help?

Why do you think that there has been so few black people in management positions?

What do you think has caused this?

Is there any solutions to overcome problems

The American NFL example?

Are any barriers coming down?

Are the Football Union having a positive effect?

Is it reasonable to assume that football is actually in a better position to start overcoming problems than other industries?

What do they think needs to happen to overcome these problems?

Are there any other opinions that you have?

Bob Holmes Telephone Interview

About the interview

This is an informal interview – to find out what more players/former players feel the reasons why there are so few black people in managerial positions in English football. Relevance in this interview, he is the first white person to be interviewed.

The identity of the former players – name and clubs they have played I will remove and change - their identity will be protected. The interview to be a telephone conversation and expected to last for around 20-25 minutes.

Opening questions – about their playing careers

Ask them about their playing career.

Where have you played?

The type of environments that they have been in – people they have played with?

How football changed during their careers?

Changes they see in football now?

Managerial roles

What managerial have you had?

What problems have you had?

What do you think has caused these problems?

What has prevented you having a more successful career?

Ask about the comments of problems black people face as highlighted on a local radio programme?

Qualifications – Pro-licence

Have you done any qualifications?

How have you found these qualifications?

Do you think this position is changing?

Networks

Definite questions in relation to 'networks'.

How important do they think that the networks are to get jobs?

How do they think that this works?

Do they consider that there are any problems here – relating to the networks?

What are their opinions on this?

Are their barriers within the networks that are stopping black players from progressing?

The Football Union

Black managers group – what do you think that they have done that has helped?

The Paul Ince gaining the position do you think that is going to help?

Why do you think that have so few black people in managerial roles?

What do they think has caused this?

Do you think that the Paul Ince position could change anything?

Is there any solutions that they think need to be there to overcome these problems

The American NFL example?

Are any barriers coming down?

Are the Football Union having a positive effect?

Is it reasonable to assume that football is actually in a better position to start overcoming problems than other industries?

What do they think needs to happen to overcome these problems?

Jon Cooper – Telephone Interview

How to start the interview

The call to begin by thanking him for making himself available to speak to me. Jon, is a manager of a League Club, a telephone interview was arranged with him. Mention to him the people that I have already spoken to, people from the Football Union such as, Jeff Allen, Andy Green and a former white player.

About the interview

What this is going to be an informal interview – to find out what more players/former players feel the reasons why there are so few black people in managerial positions in English football.

The identity of the former players – name and clubs they have played I would expect to remove and change - their choice if they would like this to remain – their identity will be protected.

The interview to be a conversation and expected to last for around 20 - 25 minutes.

Just because he is white his opinions are valuable – something I would like to hear

What I will be doing in this chat

Advice that you could give to me

Your opinions – I have some general questions to ask to you

Opening questions – about their playing careers

Ask them about his playing career.

Where has he played.

The type of environments that they have been in – people they have played with.

Also how has football changed during their careers – relating this to what football is like now?

Racism that they may have experienced

Obvious examples.

Hidden examples.

Bring in his early career – the clubs that he played for such as Halifax –
Leicester City – Bristol City – Plymouth Argyle

Career as a Manager

What experience in management roles has he had?

What problems have you had?

What do you think has caused these problems?

Success – perhaps why he decided to leave Lincoln City

Barriers preventing black managers – his opinions on this?

A common view – from what I have looked into – views mentioned by
King.

White owners – etc – they find it easier to have white managers – people
from the same group. Mention his opinions – not trying to force him
here.

It has been mentioned to me a prominent figure – in you go to
boardrooms on match days few people there.

Not overt racist problems – more subtle than this. Mention things like
this, his opinions though is what I aim to gain here.

The Football Union

The positive role that they have adopted – does he know anything about this?

How they have tried to encourage more black players to get into coaching.

More people to do the qualifications – his view here?

Qualifications – Pro-licence

Have you done any qualifications?

How have you found these qualifications?

Do you think this position is changing?

Ask about the amount of black people saw here – percentages – examples that he has?

Did he notice any problems here – mention Colin King (2004) book – black writer issues that he faced. Any views he has here?

Networks

Definite questions in relation to ‘networks’.

How important do they think that the networks are to get jobs?

Problems that he may have faced here in relation to this – any views that he has?

Issues at clubs he has managed at?

Has there been anything that has prevented him doing things that he would have liked to have done?

How do they think that this works?

Do they consider that there are any problems here – relating to the networks?

What is their opinions on this?

Are their barriers within the networks that are stopping black players from progressing?

What does he think is stopping black managers/coaches gaining positions?

Any opinions?

Any reasons?

The Paul Ince job – do you think that could be significant?

Is there any solutions that they think need to be there to overcome these problems

I know this may not be that important/relevant to him, his views are welcome.

The American NFL example?

Are any barriers coming down?

Are the Football Union having a positive effect?

Is it reasonable to assume that football is actually in a better position to start overcoming problems than other industries?

What do they think needs to happen to overcome these problems?

Peter Evans – Telephone Interview

How to start the interview

The call to begin by thanking him for making himself available to speak to me. Mention to him the people that I have already spoken to, people from the Football Union such as, Jeff Allen and Andy Green. In addition I have also spoken to a former white player.

About the interview

What this is going to be an informal interview – to find out what more players/former players feel the reasons why there are so few black people in managerial positions in English football.

The identity of the former players – name and clubs they have played I would expect to remove and change - their choice if they would like this

to remain – their identity will be protected. The interview to be a telephone conversation and expected to last for around 20 to 25 minutes.

I have some general topics, and questions to ask him, but more than anything in this interview I want to know what his opinions are. I would also hope to gain any possible links/people that he could gain for me. One thing that I am definitely hoping to do here is try and get a few more links from you. Especially a former black teammate I heard you speak to recently on a radio programme.

Opening questions – about their playing careers

Ask them about their playing career.

Where they have played.

The type of environments that they have been in – people they have played with.

Also how football changed during their careers – relating this to what football is like now.

Racism that they may have experienced?

Obvious examples, or some more hidden examples. It is their opinions that I would welcome here.

Examples that he had during his career – relate this to some newspaper articles I have seen mention him.

Barriers preventing black managers, does he have any opinions on this?

The Football Union

Black managers group – what do you think that they have done that has helped?

The Paul Ince gaining the position do you think that is going to help?

Why do you think that have so few black people in managerial roles?

What do they think has caused this?

Do you think that the Paul Ince position could change anything?

The positive role that they have adopted – does he know anything about this?

How they have tried to encourage more black players to get into management roles?

Qualifications – Pro-licence

As Paul Evans, about any qualifications that he has gained?

How have you found these qualifications?

Do you think this position is changing? Relating to black people being able to gain these positions?

Ask about the amount of black people saw here – percentages, a lower amount.

Did he notice any problems here – mention Colin King (2004) book – black writer issues that he faced.

Some opinions from what I have looked into – that White owners – etc – they find it easier to have white managers – people from the same group.

It has been mentioned to me a prominent figure – in you go to boardrooms on match days few people there

Career as a management/coach

What managerial experience do you have.

What problems have you had?

What do you think has caused these problems?

What has prevented you having a more successful career in management?

Networks

Definite questions in relation to ‘networks’.

How important do they think that the networks are to get jobs?

Problems that he may have faced here in relation to this – any views that he has?

Issues at Blyth Spartans, experience he has?

Has there been anything that has prevented him doing things that he would have liked to have done?

How do they think that this works?

Do they consider that there are any problems here – relating to the networks?

What are their opinions on this?

Are their barriers within the networks that are stopping black players from progressing?

Key point to get across it is his opinions that I need to know, I am not trying to put words in his mouth.

What does he think is stopping black managers gaining positions?

Any opinions?

Any reasons?

The Paul Ince job – do you think that could be significant? He mentioned that in a recent newspaper article that I heard his comments about.

Is there any solutions that they think need to be there to overcome these problems

I know this may not be that important/relevant to him – mention this though

The American NFL example?

Are any barriers coming down?

Are the Football Union having a positive effect?

Is it reasonable to assume that football is actually in a better position to start overcoming problems than other industries?

What do they think needs to happen to overcome these problems?

Des Banks – Telephone Interview

How to start the interview

The call to begin by thanking him for responding to the letter I sent to him. I appreciate him for making himself available, as he is one of the main people that I would benefit from speaking to.

Mention to him the people that I have already spoken to, people from the Football Union such as, Jeff Allen and Andy Green. In addition I have also spoken to a couple of ex-white players, and one white Professional League Manager.

About the interview

What this is going to be an informal interview – to find out what more players/former players feel the reasons why there are so few black people in managerial positions in English football.

The identity of the former players – name and clubs they have played I would expect to remove and change - their choice if they would like this to remain – their identity will be protected. The interview to be a telephone conversation and expected to last for around 20 to 25 minutes.

I have some general topics, and questions to ask him, but more than anything in this interview I want to know what his opinions are. I would also hope to gain any possible links/people that he could gain for me.

Opening questions – about their playing careers

Ask them about their playing career.

Where they have played.

I know that he started playing at a Non-league league level. Bring in to the conversation the fact that I saw him playing in a Cup Tie in the 1980s, use this match as an ‘ice breaker’.

Possible racism that they faced in their careers?

Non-League level - League level – comments made – jokes made then – overt racism then? Basically examples from this time.

In his opinion, has this reduced since then?

More subtle racism – then – now changes?

The Football Union

Black managers group – what do you think that they have done that has helped?

The Paul Ince gaining the position do you think that is going to help?

Why do you think that have so few black people in managerial roles?

What do they think has caused this?

Do you think that the Paul Ince position could change anything?

Managers

How did he get into being a manager?

Clubs he has managed since then?

Problems that he has faced here?

Point he made an email that he sent to me (to arrange the interview), relating to the boardroom where there are very few black people in this position.

Ask about the comments of problems black people face as highlighted on a local radio programme?

Boardrooms

A common view – from what I have looked into, relating to white owners – etc – they find it easier to have white managers – people from the same group. Would he agree with this point?

The email response he made to me, he mentioned to me that when you go into boardrooms on match days few people there are black. Any views on this?

Changes here?

Not overt racist problems – more subtle problems, his views?

Black coaches

Some of the issues that were highlighted in the Colin King book - he related this to people who have got jobs – but they have not been promoted – they have been overlooked.

Is there evidence in this – any opinion here?

Foreign owners Effects

White/Black English Managers – Problems.

Foreign Owners Premier League.

Are the problems here very different? Any views that he has here?

Qualifications – Pro-licence

Have you done any qualifications?

How have you found these qualifications?

Do you think this position is changing?

Ask about the amount of black people saw here – percentages.

Did he notice any problems here – mention Colin King (2004) book – and some of the details that were concerned within this.

Career as a coaching - management

What management – coaching experience do you have?

What problems have you had?

If there have been any problems, what do you think has caused these problems?

Is there anything that you think may have prevented you from having a more successful managerial career.

Networks

Definite questions in relation to ‘networks’.

How important do they think that the networks are to get jobs?

Problems that he may have faced here in relation to this – any views that he has?

Has there been anything that has prevented him doing things that he would have liked to have done?

Do they consider that there are any problems here – relating to the networks.

What is their opinions on this?

Are their barriers within the networks that are stopping black players from progressing?

Is there any solutions that they think need to be there to overcome these problems

I know this may not be that important/relevant to him – mention this though

The American NFL example?

Are any barriers coming down?

Are the Football Union having a positive effect?

Is it reasonable to assume that football is actually in a better position to start overcoming problems than other industries?

Any other opinions that he has on this?

Fred White – Telephone Interview

How to start the interview

The call to begin by thanking him for responding to the letter I sent to him. I appreciate him for making himself available, as he is one of the main people that I would benefit from speaking to.

Mention to him the people that I have already spoken to, people from the Football Union such as, Jeff Allen and Andy Green. In addition I have also spoken to a couple of ex-white players, and two Professional League Managers.

It is simply your opinions that I would like to hear. You do not have to answer all of the questions, and you are welcome to change a question to answer it as you would see it as being more appropriate.

This is an informal interview – to find out what more former players/managers think is the reason why there has been consistently a lower percentage of black managers in the Professional game in England.

Opening questions – about their playing careers

Ask them about his playing career.

Where he had played.

Brief details on this, simply to ‘break the ice’.

I am aware he played for Leeds United and Derby County 1970s – 1980s player.

– anything that you would like to add to this.

What did you experience back then?

I know you played in the 1970s – I guess early problems then?

Was racism more obvious then? Is it more subtle now?

Overt.

Covert.

Managers

How he got into being a manager?

Clubs he has managed since then?

I believe - Watford, and Sheffield Wednesday.

Was Racism then less obvious then?

More than anything just a general opinion on this?

What have you done since you stopped being a manager

A Premier League coaching role – a job that he did there.

Then ask about the Football Managers Union, that he is doing now.

The Football Managers Union

What does the Football Managers Union do?

What has the Football Managers Union done to get more black managers?

What is the problem?

Why do you think there is a lack of black managers?

What do you think is causing this problem?

Is the position changing in how managers are chosen by clubs?

I got some advice from Jeff Allen at the Football Union that this is happening?

That it is becoming more professional?

More like the choosing of managers in other business roles?

Do you think the position will continue as it is now? (With a lower percentage of black managers).

Is Paul Ince gaining the Blackburn Rovers role going to be the start of change?

Boardrooms

A criticism that has been made is that there is a common view that:

White owners are finding it easier to have white managers – people from the same background as them. Would you agree with points such as this?

Is it not as clear as that?

Could this been seen as another subtle of racism in football?

Black people in management roles

There are some examples of black people in less prominent roles that has been mentioned in the Colin King (2004) book.

He related to people who have got coaching jobs

However - they have not been promoted from these positions

Instead they have been overlooked

Is there evidence in this – any opinion here?

Simply by bringing in this example – the aim is gain his opinion here?

Foreign owners Effects

White/Black English Managers – Problems for both groups.

Foreign Owners Premier League.

Problems very different – does he have a view on that.

Is there big problems being caused by this?

Do you consider that this could add to the problems in black managers gaining positions in Premier League positions?

The Football Union

Do you think that their positive role is helping the position?

Have the Football Managers Union followed similar roles to encourage more black managers/coaches?

Qualifications – Pro-licence

What effect have these qualifications had?

Has there being a positive effect in getting more black people on these courses?

Networks

How important do they think that the networks are to get jobs?

Is this a major role in preventing black managers?

Is football less professional than other roles for people to gain management positions?

Do you think that there are any barriers within the networks that are stopping black players from progressing? Gaining management jobs?

Is there any solutions that they think need to be there to overcome these problems

Possibly with the American NFL Example

With black candidates being considered for positions?

Positives can be seen with the Football Union encouraging more black players to gaining qualifications?

Mention how they have currently 12.5% (25% black player).

Any other ideas or opinions that you have?

Paul Sharpe - Telephone Interview

How to start the interview

The call to begin with me thanking him for making some time available for me to be able to speak to him. Mention to him, with him being the editor of a football fanzine that is heavily involved in media work, that he will be an important person for me to be able to speak to.

More than anything this is just an informal conversation.

Get your opinions – as you are someone heavily involved in football.

Good to get different groups and their opinions.

One thing that I am definitely hoping to do here is try and get a few more links from you.

What has happened already?

I will provide some details of people that I have already spoken to, people from the Football Union such as, Jeff Allen and Andy Green. In addition I have also spoken to a couple of ex-white players, and two white Professional League Managers. Finally, I have also spoke to a major person from the Football Managers Union.

It is simply your opinions that I would like to hear. You do not have to answer all of the questions, and you are welcome to change a question to answer it as you would see it as being more appropriate.

What this is going to be an informal interview – to find out what more players/former players feel the reasons why there are so few black people in management roles in English football.

This is an informal interview – to find out what more former players/managers think is the reason why there has been consistently a lower percentage of black managers in the Professional game in England.

The identity of the former players – name and clubs they have played I would expect to remove and change - their choice if they would like this to remain – their identity will be protected.

What I would really hope that I could gain here

Suggestions of things that you think I should do here to get more contacts

An example here the very useful conversation with a famous former League Player – who I saw you with at the pre-cup final night out a few years ago.

So any possible contact with people like this is something that I would really appreciate.

Opening questions – about involvement in football

His opinions on the huge changes in football?

Racism that he has experienced?

Obvious examples?

Hidden examples?

Examples – European games – that he has been to?

Quite simply examples that he has come across?

Bring in some comments and examples I have found so far, such as:

It has been mentioned to me a prominent figure – in you go to boardrooms on match days and very few black people there.

Not overt racist problems – more subtle than this.

Fans positive roles that they have played

What the fanzine has been involved in?

What they have done to try and reduce racism?

More than anything his opinion on this.

Other fanzines fans groups, examples of what they have done.

General Questions on this issue

Why does he think very few black managers?

Does he think any issues?

Any thoughts – ideas and opinions that he has?

Qualifications – Pro-licence

Perhaps bring this in a quick mention to this.

Gain any opinions or views he has on this.

Carl Sinclar Effect?

He was a black man involved at the club that he writes the fanzine for.

Does he have any opinions on this?

Does it show his team in a good light?

Did he get criticism due to his ethnicity?

Any opinions about this?

Networks

Definite questions in relation to ‘networks’.

How important do they think that the networks are to get jobs in football?

Problems that he may have faced here in relation to this – any views that he has?

Issues at clubs he knows about?

Are their barriers within the networks that are stopping black players from progressing?

Simply any opinions or examples that he could cite in relation to this?

What does he think is stopping black people from gaining management positions in football?

Any opinions?

Any reasons?

The Paul Ince job – any opinions there?

Is there any solutions that they think need to be there to overcome these problems

I know this may not be that important/relevant to him – mention this though

The American NFL example?

Are any barriers coming down?

Are the FU having a positive effect?

Is it reasonable to assume that football is actually in a better position to start overcoming problems than other industries?

What do they think needs to happen to overcome these problems?

Clive Watson – Telephone Interview

How to start the interview

Begin by thanking him for getting in touch with me by telephone. I do appreciate that he is making himself, as he is one of the main people I felt I would need to speak to – people definitely in touch with what is actually happening

Then mention some of the people who I have already managed to speak to, and gain their views about the dissertation that I am doing. I have already spoken to people from the Football Union such as, Jeff Allen and Andy Green. In addition I have also spoken to a couple of ex-white players, and two white Professional League Managers. I have also spoke to a major person from the Football Managers Union, and an editor of fanzine from a football club.

About the interview

What this is going to be an informal interview – to find out what more players/former players feel the reasons why there are so few black people in managerial roles in football.

The identity of the people, clubs and organisations along with his identity will be changed in order to protect their identity. Mention that the interview to be a telephone conversation and expected to last for around 20 - 25 minutes.

What I will be doing in this chat

More than anything in this that I want to know what you think – what your opinions are.

I have some general – questions – but any additional things that you wish to contribute – I would appreciate this.

Possible future links – people that he may recommend that I speak to.

Give me advice on possible people that I would be able to speak to.

Opening questions – about their playing careers

Ask them about their playing career.

Manchester City – Manchester United – Bolton Wanderers – Wigan Athletic – Huddersfield Town.

Possible racism that they faced in their careers?

Overt Examples then?

Changes – more subtle now?

Generally here, the aim is to get his views?

Managerial Roles that he has done

When he stopped being a player – what did he want to do?

What roles did he get?

Did he apply for many positions?

Boardroom issue – he has been known to mention this in the media.

Possibly ask him here?

Through this try and gain his opinion of other people I could try and speak to?

What type of things should they be asked – what have they not been doing?

Boardrooms

A common view – from what I have looked into.

White owners – etc – they find it easier to have white managers – people from the same group.

It has been mentioned to me a prominent figure – in you go to boardrooms on match days few people there.

Not overt racist problems – more subtle.

Mention Des Banks's his comments on this – 4/5 clubs owned by blacks

Black coaches

Less prominent roles – Colin King (2004) book.

He related to people who have got jobs – but they have not been promoted – they have been overlooked.

Is there evidence in this – any opinion here?

Foreign owners Effects

White/Black English Managers – Problems here?

Foreign Owners Premier League.

Problems very different – does he have a view on that?

The Football Union

The positive role that they have adopted – does he know anything about this?

How they have tried to encourage more black players to get into gaining the qualifications that people need to gain?

What he thinks of what they have done?

Is this a battle that they are not able to win – as they do not decide who the managers are?

Qualifications – Pro-licence

Have you done any qualifications?

How have you found these qualifications?

Do you think this position is changing?

Ask about the amount of black people saw here – percentage?

Did he notice any problems here – bring in Colin King's views again – black writer issues that he faced.

Networks

Definite questions in relation to 'networks'.

How important do they think that the networks are to get jobs?

Problems that he may have faced here in relation to this – any views that he has?

Has there been anything that has prevented him doing things that he would have liked to have done?

How do they think that this works?

Do they consider that there are any problems here – relating to the networks?

What are his opinions on this?

Are their barriers within the networks that are stopping black players from progressing?

Is there any solutions that they think need to be there to overcome these problems

The American NFL example?

Are any barriers coming down?

Are the Football Union having a positive effect?

Is it reasonable to assume that football is actually in a better position to start overcoming problems than other industries?

Are there any other ideas or opinions that you would like to add here?

Ron Gibson – Telephone Interview

How to start the interview

Ron Gibson – is a director of a league club and the wish was to gain contact with him, and gain his views on what the procedures football clubs go through is, and also his views on why there are few black managers in the professional game is.

Explain to him the masters that I am doing in Sociology and how this can be seen to relate to the dissertation that I am working on now.

Then mention some of the people who I have already managed to speak to, and gain their views about the dissertation that I am doing. I have already spoken to people from the Football Union such as, Jeff Allen and Andy Green. In addition I have also spoken to a couple of ex-white players, and two white Professional League Managers. I have also spoke to a major person from the Football Managers Union, and an editor of fanzine from a football club.

This is the first time that I have managed to speak to a Director at a football club, and more than anything here I am sensing the water, to find out more about the role that clubs play before they employ black managers.

What I was hoping to gain through this interview?

What I would like to do is perhaps know more about how football clubs choose managers.

I simply wanted to know more about this, and also gain a better understanding of black people applying and looking to gain roles at clubs.

Procedure of the club to gain a manger

What would the procedure be at the club, when you are looking for a new manager?

Bring in the basic knowledge I know about the club, possible differences to other clubs?

How do they advertise?

How do they get people to apply for roles?

Does they ask for CVs to be sent to the club?

What Qualifications do the club look for people considered for a manager role?

Pro-licence qualifications? What levels do potential managers need to have before they can be considered for jobs?

What skills do people need?

What is the position with regard to coaches that are employed at the club?

How important are skills, experience that people have?

Experience people benefit from having, or that they need to have?

References they need to have?

The numbers of people applying

I really want to know, how the amount of black managers applying for management roles?

Is it common for this to happen? Or are few black managers applying?

How many interviews etc, are potential black managers gaining?

It is not that I am wanting names, but simply examples of people applying.

Anti-Racism Campaigns the club is involved in

What do the club do?

What roles do they play?

Anti-racism campaign campaign? Other examples that the club is involved in?

Progress in football, generally and at the club?

Any opinions that he has on this?

The Football Union?

And other things that have happened that he would be able to bring in here?

Networks

Definite questions in relation to 'networks'.

How important do they think that the networks are to get jobs?

Does he see any potential problems for black managers here?

Any general opinions that he has here?

Football Union Role

His opinions in relation to this?

How close do the club work to the Football Union?

Bring in some of the points that have been raised of racist chairmen.

General views that he has here?

Is there any solutions that they think need to be there to overcome these problems

I know this may not be that important/relevant to him – mention this though

The American NFL example?

Are any barriers coming down?

Are the Football Union having a positive effect?

Is it reasonable to assume that football is actually in a better position to start overcoming problems than other industries?

Are there any other ideas or opinions that you would like to add here?

Sam Murray – Telephone Interview

How to start the interview

Sam Murray – is a black person who has gained attention to try and get a statue done for a former black footballer who played in the 1890s. I will begin by explaining to him the masters that I am doing in Sociology and how this can be seen to relate to the dissertation that I am working on now.

More than anything, speaking with him, is being in order to gain his general opinions, and also any possible links that he has to relevant people that I would be able to speak to.

I will mention to him so of the people who I have already managed to speak to, and gain their views about the dissertation that I am doing. I have already spoken to people from the Football Union such as, Jeff Allen and Andy Green. In addition I have also spoken to a couple of ex-white players, and two white Professional League Managers. I have also spoke to a major person from the Football Managers Union, and an editor of fanzine from a football club.

How to start the interview

I want to begin by asking him more about the campaign that he is running, what the aim of this is?

I will mention what I know about him? How he has been included in the introduction.

What I have read from the Phil Vasili (2000), literature that I have read here.

What I will be doing in this chat

Ensure that I mention to him that it is his advice that I would like to know more about.

Also that any further links that I could gain through him I would appreciate.

Relevant Points to bring in to the conversation

His opinions on the huge changes in football?

Racism that he may have experienced in his life?

Is it changing, from more Obvious examples, to become more subtle?

Examples – European games – the older games in England? – Simply his views here?

It has been mentioned to me by a prominent figure, that when you go to boardrooms on match days few people there are black.

Not overt racist problems – more subtle.

Fans positive roles that they have played

The fanzine links I have gained, good work they have been involved in?

Other positive roles in the community?

Ask what he has been involved in?

What he has done?

More relevant questions to the dissertation title.

Why does he think very few black managers?

Does he think any issues?

Any thoughts – ideas and opinions that he has?

Any links that he would be able to help me gain access to?

Qualifications – Pro-licence

Perhaps bring this in a quick mention to this?

Any views he has?

Areas he thinks that I could become more involved in here?

Karl Watson Effect?

He was a black assistant manager at a local club, so ask about him.

Any links there?

Any views of him in high levels of management roles?

Criticisms that he has received?

Is an important reason for this criticism been due to his ethnicity?

More than anything any views here? – Again links?

Networks

Definite questions in relation to ‘networks’.

How important do they think that the networks are to get jobs?

Problems that he may have faced here in relation to this – any views that he has?

Are their barriers within the networks that are stopping black players from progressing?

What does he think is stopping black people gaining managerial positions?

Any opinions?

Any reasons?

The Paul Ince job – any opinions there

Generally any opinions on that

Is there any solutions that they think need to be there to overcome these problems

I know this may not be that important/relevant to him – mention this though

The American NFL example?

Are any barriers coming down?

Are the Football Union having a positive effect?

Is it reasonable to assume that football is actually in a better position to start overcoming problems than other industries?

What do they think needs to happen to overcome these problems?

Jaime Osborn– Telephone Interview

How to start the interview

Jaime Osborn – he is a former black player who is now heavily involved in the anti-racism campaign that is run by give Reject Racism Group.

I will explain to him that this relates to the masters that I am doing in Sociology and the dissertation that I am working.

Then mention some of the people who I have already managed to speak to, and gain their views about the dissertation that I am doing. I have already spoken to people from the Football Union such as, Jeff Allen and Andy Green. In addition I have also spoken to a couple of ex-white players, and two white Professional League Managers. I have also spoke

to a major person from the Football Managers Union, and an editor of fanzine from a football club.

About the interview

What this is going to be an informal interview – to find out what more players/former players feel the reasons why there are so few black people in managerial roles in football.

The identity of the people, clubs and organisations along with his identity will be changed in order to protect their identity. Mention that the interview to be a telephone conversation and expected to last for around 20 - 25 minutes.

What I will be doing in this chat

More than anything in this that I want to know what you think – what your opinions are.

I have some general – questions – but any additional things that you wish to contribute – I would appreciate this.

Possible future links – people that he may recommend that I speak to.

Give me advice on possible people that I would be able to speak to.

Opening questions – about their playing careers

Ask them about their playing career.

Did he play at league level – non-league level.

Aim to gain as much as I am able to do in relation to this.

Possible racism that they faced in their careers?

Overt Examples then?

Changes – more subtle now?

Generally here, the aim is to get his views?

Anti-racism Work that he has been doing recently?

Ask him what he has been involved in?

How has this gone?

What has he been able to gain by doing this?

Does he see educational benefits in doing this?

Generally get his opinions on this, a good way to start the conversation.

Institutionalised Racism

His views on this?

Is it there?

Is it in football?

Any general opinions here?

Managerial Roles that he has done

Any jobs he has done?

His views on this?

Barriers in this position?

Relate this to work that 'racism the red card do'.

Generally his opinion here.

Boardrooms

A common view – from what I have looked into.

White owners – etc – they find it easier to have white managers – people from the same group.

It has been mentioned to me a prominent figure – in you go to boardrooms on match days few people there.

Not overt racist problems – more subtle.

Mention Des Banks's his comments on this – 4/5 clubs owned by blacks

His opinions here?

Black coaches

Less prominent roles – Colin King (2004) book.

He related to people who have got jobs – but they have not been promoted – they have been overlooked.

Is there evidence in this – any opinion here?

Foreign owners Effects

White/Black English Managers – Problems here?

Foreign Owners Premier League.

Problems very different – does he have a view on that?

The Football Union

The positive role that they have adopted – does he know anything about this?

How they have tried to encourage more black players to get into gaining the qualifications that people need to gain?

What he thinks of what they have done?

Is this a battle that they are not able to win – as they do not decide who the managers are?

Qualifications – Pro-licence

Have you done any qualifications?

How have you found these qualifications?

Do you think this position is changing?

Ask about the amount of black people saw here – percentage?

Did he notice any problems here – bring in Colin King (2004), his views again – black writer issues that he faced.

Networks

Definite questions in relation to ‘networks’.

How important do they think that the networks are to get jobs?

Problems that he may have faced here in relation to this – any views that he has?

Has there been anything that has prevented him doing things that he would have liked to have done?

How do they think that this works?

Do they consider that there are any problems here – relating to the networks?

What are his opinions on this?

Are their barriers within the networks that are stopping black players from progressing?

Is there any solutions that they think need to be there to overcome these problems

The American NFL example?

Are any barriers coming down?

Are the Football Union having a positive effect?

Is it reasonable to assume that football is actually in a better position to start overcoming problems than other industries?

Are there any other ideas or opinions that you would like to add here?

Mick Douglas – Telephone Interview

How to start the interview

Begin by thanking him for making himself available to speak to me by telephone. I do appreciate that he is making himself, as he is one of the main people I felt I would need to speak to – people definitely in touch with what is actually happening

Explain to him the masters that I am doing in Sociology and how this can be seen to relate to the dissertation that I am working on now.

Then mention some of the people who I have already managed to speak to, and gain their views about the dissertation that I am doing. I have already spoken to people from the Football Union such as, Jeff Allen and Andy Green. In addition I have also spoken to a couple of ex-white players, and two white Professional League Managers. I have also spoke

to a major person from the Football Managers Union, and an editor of fanzine from a football club.

About the interview

What this is going to be an informal interview – to find out what more players/former players feel the reasons why there are so few black people in managerial roles in football.

The identity of the people, clubs and organisations along with his identity will be changed in order to protect their identity. Mention that the interview to be a telephone conversation and expected to last for around 20 - 25 minutes.

What I will be doing in this chat

More than anything in this that I want to know what you think – what your opinions are.

I have some general – questions – but any additional things that you wish to contribute – I would appreciate this.

Possible future links – people that he may recommend that I speak to.

Give me advice on possible people that I would be able to speak to.

Opening questions – about their playing careers

Ask them about their playing career.

He was a successful central defender at Leeds United football club.

Possible racism that they faced in their careers?

Overt Examples then?

Changes – more subtle now?

Generally here, the aim is to get his views?

Anti-racism Work that he has been doing recently?

Ask him what he has been involved in?

How has this gone?

What has he been able to gain by doing this?

Does he see educational benefits in doing this?

Generally get his opinions on this, a good way to start the conversation.

Institutionalised Racism

His views on this?

Is it there?

Is it in football?

Any general opinions here?

Managerial Roles that he has done

Coaching experience he gained at Carlisle United whilst he still played – ask about this.

How did this go?

Did he face any problems?

Barriers?

Management role he gained here?

After leaving here, what did he do?

Boardrooms

A common view – from what I have looked into.

White owners – etc – they find it easier to have white managers – people from the same group.

It has been mentioned to me a prominent figure – in you go to boardrooms on match days few people there.

Not overt racist problems – more subtle.

Mention Des Banks's his comments on this – 4/5 clubs owned by blacks

His opinions here?

Black coaches

Less prominent roles – Colin King (2004) book.

He related to people who have got jobs – but they have not been promoted – they have been overlooked.

Is there evidence in this – any opinion here?

Foreign owners Effects

White/Black English Managers – Problems here?

Foreign Owners Premier League.

Problems very different – does he have a view on that?

The Football Union

The positive role that they have adopted – does he know anything about this?

How they have tried to encourage more black players to get into gaining the qualifications that people need to gain?

What he thinks of what they have done?

Is this a battle that they are not able to win – as they do not decide who the managers are?

Qualifications – Pro-licence

Have you done any qualifications?

How have you found these qualifications?

Do you think this position is changing?

Ask about the amount of black people saw here – percentage?

Did he notice any problems here – bring in Colin King's views again – black writer issues that he faced.

Networks

Definite questions in relation to 'networks'.

How important do they think that the networks are to get jobs?

Problems that he may have faced here in relation to this – any views that he has?

Has there been anything that has prevented him doing things that he would have liked to have done?

How do they think that this works?

Do they consider that there are any problems here – relating to the networks?

What are his opinions on this?

Are their barriers within the networks that are stopping black players from progressing?

Is there any solutions that they think need to be there to overcome these problems

The American NFL example?

Are any barriers coming down?

Are the Football Union having a positive effect?

Is it reasonable to assume that football is actually in a better position to start overcoming problems than other industries?

Are there any other ideas or opinions that you would like to add here?

Eddie Simpson – Telephone Interview

How to start the interview

Eddie Simpson – is a director of a league club and the wish was to gain contact with him, and gain his views. Explain to him the masters that I am doing in Sociology and how this can be seen to relate to the dissertation that I am working on now.

Then mention some of the people who I have already managed to speak to, and gain their views about the dissertation that I am doing. I have already spoken to people from the Football Union such as, Jeff Allen and Andy Green. In addition I have also spoken to a couple of ex-white players, and two white Professional League Managers. I have also spoke to a major person from the Football Managers Union, and an editor of fanzine from a football club.

This is the second interview that I have managed to do with someone at the Boardroom level in football clubs. It is useful as it is someone in this position and it also is someone

What I was hoping to gain through this interview?

What I would like to do is perhaps know more about how football clubs choose managers.

I simply wanted to know more about this, and also gain a better understanding of black people applying and looking to gain roles at clubs.

Opening questions – about their playing careers

Ask them about their playing career.

I know that he played lower level football, ask about this.

Possible racism that they faced in their careers?

Overt Examples when he played?

Examples of some of the more subtle racism that he faced?

How he became involved in the business world?

I know that he was involved in the business world before gaining a directors role, so ask generally about this?

What he had done?

Where he had worked?

Problems he experienced here?

How he gained the directors role at Hull City?

How he gained the role that he has now?

What enabled him to gain this role?

Any problems that he faced here?

Compare this to the points that Des Banks has made, with the lack of black owners of football clubs.

Procedure of the club to gain a manger

What would the procedure be at the club, when you are looking for a new manager?

Bring in the basic knowledge I know about the club, possible differences to other clubs?

How do they advertise?

How do they get people to apply for roles?

Does they ask for CVs to be sent to the club?

What Qualifications do the club look for people considered for a manager role?

Pro-licence qualifications? What levels do potential managers need to have before they can be considered for jobs?

What skills do people need?

What is the position with regard to coaches that are employed at the club?

How important are skills, experience that people have?

Experience people benefit from having, or that they need to have?

References they need to have?

The numbers of people applying who are black?

I really want to know, how the amount of black managers applying for management roles?

Is it common for this to happen? Or are few black managers applying?

How many interviews etc, are potential black managers gaining?

It is not that I am wanting names, but simply examples of people applying.

Institutionalised Racism

His views on this?

Is it there?

Is it in football?

Any general opinions here?

Boardrooms

A common view – from what I have looked into

White owners – etc – they find it easier to have white managers – people from the same group?

It has been mentioned to me a prominent figure – in you go to boardrooms on match days few people there?

Not overt racist problems – more subtle

Mention Des Banks – his comments on this – 4/5 clubs owned by blacks

Black people in management roles

Examples of them being in less prominent roles – points that have been raised in the Colin King (2004) book?

He related to people who have got jobs – but they have not been promoted – they have been overlooked?

Is there evidence in this – any opinion here?

Foreign owners Effects

White/Black English Managers – Problems that may exist here?

Foreign Owners Premier League.

Problems very different – does he have a view on that?

The Football Union

The positive role that they have adopted – does he know anything about this?

How they have tried to encourage more black players to get involved in management roles.

What he thinks of what they have done?

Is this a battle that they are not able to win – as they do not decide who the managers are?

Qualifications – Pro-licence

Have you done any qualifications?

How have you found these qualifications?

Do you think this position is changing?

Ask about the amount of black people saw here – percentage?

Did he notice any problems here – mention Colin King (2004) book – black writer issues that he faced?

Networks

Definite questions in relation to ‘networks’.

How important do they think that the networks are to get jobs?

How do they think that this works?

Do they consider that there are any problems here – relating to the networks?

What is their opinions on this?

Are their barriers within the networks that are stopping black players from progressing?

Is there any solutions that they think need to be there to overcome these problems

I know this may not be that important/relevant to him – mention this though

The American NFL example?

Are any barriers coming down?

Are the Football Union having a positive effect?

Is it reasonable to assume that football is actually in a better position to start overcoming problems than other industries?

Anything else that he thinks here?

Trevor Williams– Telephone Interview

How to start the interview

Begin by thanking him for making himself available to speak to me by telephone. I do appreciate that he is making himself, as he is one of the main people I felt I would need to speak to – people definitely in touch with what is actually happening

Explain to him the masters that I am doing in Sociology and how this can be seen to relate to the dissertation that I am working on now.

Then mention some of the people who I have already managed to speak to, and gain their views about the dissertation that I am doing. I have already spoken to people from the Football Union such as, Jeff Allen and Andy Green. In addition I have also spoken to a couple of ex-white players, and two white Professional League Managers. I have also spoke to a major person from the Football Managers Union, and an editor of fanzine from a football club.

What I will be doing in this chat

More than anything in this that I want to know what you think – what your opinions are?

I have some general – questions – but any additional things that you wish to contribute – I would appreciate this.

Possible future links – people that he may recommend that I speak to.

Give me advice on possible people.

Opening questions – about their playing careers

Ask them about their playing career.

I know that he played for clubs like Wolverhampton Wanderers and Charlton Athletic

Possible racism that they faced in their careers?

Overt Examples then

Changes – more subtle

How the game has changed?

Progress – challenges that are still here?

Managerial Roles

When he stopped being a player – what did he want to do?

What roles did he get?

Did he apply for many positions?

Work that he did do, Plymouth Argyle?

What happened after that?

Institutionalised Racism

His views on this?

Is it there?

Is it in football?

Any general opinions here?

Boardrooms

A common view – from what I have looked into

White owners – etc – they find it easier to have white managers – people from the same group?

It has been mentioned to me a prominent figure – in you go to boardrooms on match days few people there?

Not overt racist problems – more subtle

Mention Des Banks – his comments on this – 4/5 clubs owned by blacks

Black people in management roles

Examples of them being in less prominent roles – points that have been raised in the Colin King (2004) book?

He related to people who have got jobs – but they have not been promoted – they have been overlooked?

Is there evidence in this – any opinion here?

Foreign owners Effects

White/Black English Managers – Problems that may exist here?

Foreign Owners Premier League.

Problems very different – does he have a view on that?

The Football Union

The positive role that they have adopted – does he know anything about this?

How they have tried to encourage more black players to get involved in management roles.

What he thinks of what they have done?

Is this a battle that they are not able to win – as they do not decide who the managers are?

Qualifications – Pro-licence

Have you done any qualifications?

How have you found these qualifications?

Do you think this position is changing?

Ask about the amount of black people saw here – percentage?

Did he notice any problems here – mention Colin King (2004) book – black writer issues that he faced?

Networks

Definite questions in relation to 'networks'.

How important do they think that the networks are to get jobs?

How do they think that this works?

Do they consider that there are any problems here – relating to the networks?

What is their opinions on this?

Are their barriers within the networks that are stopping black players from progressing?

Is there any solutions that they think need to be there to overcome these problems

I know this may not be that important/relevant to him – mention this though

The American NFL example?

Are any barriers coming down?

Are the Football Union having a positive effect?

Is it reasonable to assume that football is actually in a better position to start overcoming problems than other industries?

Anything else that he thinks here?

Gregg Small - Telephone Interview

How to start the interview

Gregg Small – is a member of the important person to ask questions to who works in the Anti-Racism campaign. He was not a former player, but his opinions are important ones to gain information on.

I want to start the interview by discussing some of the people who I have already managed to speak to, and gain their views about the dissertation that I am doing. I have already spoken to people from the Football Union such as, Jeff Allen and Andy Green. In addition I have also spoken to a couple of ex-white players, and two white Professional League Managers. I have also spoke to a major person from the Football Managers Union, and an editor of fanzine from a football club. Finally, also mention the ‘racism the red card’ people that I have also spoke to.

About the interview

What this is going to be an informal interview – is to find out more about what the campaign does to reduce racism in football. It also wants to

gain their opinions on why there are so few black managers in the professional game, and gain any other views that they have.

Also mention that names of the people, clubs and organisations along with his identity will be changed in order to protect their identity.

Mention that the interview to be a telephone conversation and expected to last for around 20 - 25 minutes.

What I will be doing in this chat

More than anything in this that I want to know what you think – what your opinions are.

I have some general – questions – but any additional things that you wish to contribute – I would appreciate this.

Possible future links – people that he may recommend that I speak to.

Give me advice on possible people that I would be able to speak to.

Opening questions – about what the campaign does?

What does it do?

Examples of what it has done.

People who have benefited.

Progress made.

Issues you look at?

Hope to gain some examples – school level, in football – European level?

What issues do they see preventing black managers gaining positions?

What are your opinions here?

Paul Ince example? Any changes due to this?

Does he see changes here?

A very general question, the main aim here is to get the organisations views?

This is the central point of these questions. General views.

What issues does the Anti-Racism Campaign see on this subject?

The causes of the lack of black managers?

Other groups such as the Football Union, work that they do?

The Football Managers Union?

What work do they do here?

Is the game more professional and improving?

Progress that is being made here?

There views? Opinions here?

What attempts to educate groups are?

Institutionalised Racism

His views on this?

Is it there?

Is it in football?

Any general opinions here?

Bring in so points relating this to stereotypes that exist?

Does he see this as an issue?

Will Paul Ince gaining a Premier League role lead to the problem being overcome?

His views here?

Other progress that he sees?

His views?

His opinions?

Again a general point here?

Do you see a 'glass-ceiling' existing for black managers, stopping them gaining roles at a high level?

Relate this to work that they have done?

Their opinions on this?

Other sports, other industries?

Bring in the issue of white managers getting more jobs, more chances than black managers who gain roles?

Again his views on this?

Opinions?

Bring across the general issues discussed with footballers?

Boardrooms.

The lack of black owners?

The game more professional?

Foreign owners, changes here?

Qualifications, any views on this?

Networks, effect of this?

Barriers that occur because of this?

Finally any solutions that they think need to be there to overcome these problems

I know this may not be that important/relevant to him – mention this though

The American NFL example?

Are any barriers coming down?

Are the Football Union having a positive effect?

Is it reasonable to assume that football is actually in a better position to start overcoming problems than other industries?

Anything else that he thinks here?

Bob Holmes – Telephone Interview

About the interview

What this is going to be an informal interview – to find out what more players/former players feel the reasons why there are so few black people in managerial positions in English football.

The identity of the former players – name and clubs they have played I will remove and change - their identity will be protected. The interview to be a telephone conversation and expected to last for around 20 - 25 minutes.

Opening questions – about their playing careers

He had been a player with: Gillingham, Brighton and Millwall.

Did a degree before he became a player.

So his career in football somewhat different to many players.

I asked him if racism had existed in football when he played.

He answered that it probably had been there – not clear to him.

Black players they are likely to have face this – not something he had faced.

He then mentioned how he had got a degree before being a player.

He wanted as his career as a player was coming to an end to be a coach and not as a manager.

Differences between being a coach and a manager

He mentioned how working in coaching is different to being a manager.

Different skills – the coaches are very hands on – managers are much more in the background - this is a major reason why he wanted to do this.

He mentioned courses he passed before working to get into coaching.

Networks

I asked him how much a network that he thought that there was in the professional game.

He told me how he thought that this is clearly the case.

English football – people are riddled with getting jobs through being in the right place at the right time.

How people have traditionally been able to get jobs – despite being poorly qualified.

And also being inexperienced.

The networks that people go through are very informal.

I asked if 'networks' going back to around 10 years ago – Former black players such as Luther Blissett if this stopped them getting jobs

He agreed he thought that it was quite probable that this had happened.

He referred to a lot of the owners of football clubs being white businessmen.

They are male – not females.

That what was preventing black managers gaining positions was not conscious racism.

But it was that they will be taking less risks.

Not doing something too risky.

People being appointed that are on their wave length.

Overt racism it is difficult to say that it is there.

The owners he talked about they are openly not being racist.

'Institutionalised racism does exist in the professional game. Too often chairmen choose managers who are not - 'too risky' or that are on their 'wave length'. It is not people intending to do this, it is simply what happens'

The Football Union

The positive – changing effects here.

Positive roles that they have done such as kick racism out of football.

‘Huge progress that it has had on English football. How this has caused the positive effects that are going across to places such as Italy and Spain.’

In no more than a decade the position has got better – progress has been made.

Whilst racism – can happen abuse in a train station to a black person.

In football pitches overt racism is now not happening.

He then referred to the position within the Football Union.

With around 25% of players being black – possibly higher.

The Football Union – (more than the Football Organisation that has only more recently moved to deal with this) – have had a highly positive attitude to getting the people who make up the organisation to be reflective of the ethnic groups in the organisation.

The Football Union are proud they believe that they are able to show some good messages to the clubs.

Through this there are black people going to the clubs

An example he cited was Andy Green

The Football Union has a head role in taking on the football world

Is the Position Changing?

Bob regarded this as a hard position to answer

Opportunities are there

He cited the example of current black managers such as

Des Banks and Paul Ince

When asked if there will be more black managers – he is unsure that the position will expand

He referred back to the positives of the Football Union position the 25%

When asked about the problems – only 2 black managers – the continuation of this position – he mentioned how the problem could be glass ceilings for potential black managers

Paul Ince example is considered

He cited the example of Paul Ince

How he did feel sorry for him

He mentioned that it was not a comment he would want to be public

Getting to the position he has quickly – without the relevant

qualifications that were needed – Such as the Pro-Licence

Gaining a role managing a premier league club

Problem relating to the real position people face vs getting a qualification

Problems that are caused by this for players/retired players

Problems for the future – Why should I get the qualification if it does not get me the job

NFL Example – how it relates to the above point

I cited to him this example

He was definitely wanting some changes but different to this qualification

He cited the example that there was not enough jobs that become available that are not being formally advertised

Problems that are happening

How anyone can apply

He compares the football example to the position at the Football Union

How their the position is a fair process

He was not sure if racism was a background stopping people getting into positions

An issue that he did raise was how the qualifications

Pro-licence

Location

Etc

‘People working paying money to gain qualifications, before discovering that other people without them are getting top jobs’

How people were not meeting these qualifications

How many players who can gain these qualifications – how they were thinking

‘What is the point’

Bob was criticising the structure in football – how it would help if it was more transparent

He again cited the positives from the Football Union

How people be applying for jobs getting interviews – how this can get them further on

If they do not get one job – they can then after having a good interview it can lead them to getting another job later – how something could be offered to them

He cited an example of a player – who applied for an interview – he did not get the job and then – later was phoned to be offer a different job

When someone in a role – went to be part-time

Clive Watson – Telephone Interview

I started off by asking how he finished his career? Early coaching that he did?

He finished at Huddersfield Town

Prior to doing this – he actually did this by doing a coaching course at

Wolves

Got the badge needed

He became Reserve Team Coach at Manchester City Feb 96

Four years he worked there

When you are a reserve team coach – you are coaching a low amount of people

Around 23/24 in the first team

Low amount in the reserve team – 4/5 players

Youth team – larger squad there

This role was not able to grow for him

In insight – he did not love this role enough – he saw too many negatives within it

Personal reasons why it didn't work for him – when he looks back on this

John Ford – the problems that he had

4/5/6 year – Assistant manager

He hoped or expected to become a manager

He was highly qualified

He did not get a management role – this shows what can happen in football – white people can also fail to gain positions – fail to gain important roles

After a manager left – John Ford became – youth team director

Now he is back in the Cheltenham job as an assistant

He explained the position for a black coach – that it is not fully clear

Issues like prejudice

You need to be able to read peoples hearts

And often you are not able to read peoples hearts

And often you cannot do this

You are needing to get the right qualifications – and then you hope that you can get a job

Clive Watson – he felt that you need to ask people – who make decisions
Managers and Directors

The football Industry

There are not black in the management area

This needs to be taken in the wider area – the area of British society

Other parts – such as the

Social Structure

- Banking
- Financial
- The same problem exists here

Clive Watson – says how banking needs to be seen as a tough nut to crack into – difficult to answer this here

Very difficult to say the extent to which racism is stopping black managers progressing

In reality – it is very difficult to say the extent to which people are being racist

It is very difficult to say

Difficult to find the extent

Bias – quoted

‘the people making a decision will not say that they are racist’

You cannot know what is in someone’s heart

Doors are closed for black people

All black people can do – is gain:

Qualifications

Presentation Skills

Experience

The whole situation becomes a ‘chicken and egg’ situation

Remove barriers

The reality of the position – this also needs to be taken into account

Black people are like anyone else – white coaches/managers also struggle

in this very difficult position that they are in

Obvious Racism in the Past

He then referred to the position in the 1970s as a player

He knew the prejudices and what they were

Black players

They did not like cold weather

Too laid back

They lacked bottle

They have a wrong attitude

These stereotypes were broken

In every area here

Position of Managers Differences

But the management area is different

They are dealing with boardrooms

Run by white people

Black people telling white people the rules

It will mean black managerial power

Black people telling white people what to do

This means these people having the authority

With black people getting roles such as this – it means that they are
taking a different slant

Who you give the job to

What the directions are

Some progress by black managers

Clive Watson mentions how a positive move here – can be to get directors and managers – to have racial awareness training little things that can be done

Things can be done

Who knows –

He also mentions a new generation of black players are in the game

A new generation is coming into the game

Hughton – Newcastle

Ince – Blackburn Rovers

Connors Wolves

Des Banks too

Academy job for Mark Walters

There are few people around

Significant step – Paul Ince – this could be a very important decision here

Premiership – although foreign choices – and problems relating to this

Tigana Fulham

Guillit – Chelsea/Newcastle

Ian Baldwin – Scottish football black manager for a short period there

He applied for jobs at lower level clubs (Tranmere/Chesterfield) – and he did not get even a response from these clubs

After Scottish football many years – until he took the job in the foreign country he was born in.

The difference with White Guys

White guys have also been in this position – not getting new jobs

But some white guys have gone – from job to job despite not being a successful manager

John Ball

Fulham

Southampton

Birmingham City

Colchester United

Coach Nottingham Forest

Getting sacked at one club after another

Again issues like this – black managers not getting a number of roles

Was it because they were black

Despite their stature and experience

It again is a chicken and an egg position

He brings in the issues of coaches and managers

Sunderland - Keane

Middlesbrough - Southgate

Blackburn – Ince

Importance of the Qualifications

He compared this to the position with Martin Jol and Holland

That people not able to get jobs without – Qualifications – Experience

New coaches – need to get experience/qualifications at lower levels

before they can manage in the top divisions there

Italy similar – qualifications

Here – the rules being bent – no quality control on coaches

When this was allowed once – a precedence was set

I asked him about the issue of the Networks

He mentioned how the position is like anything else

People – black people need to do this – or that to gain roles

His friend – Lee Jackson– has just gained a role at a London Club –
coaching forwards

Coach – if you know no one

In business world people do this

They have ideas that will challenge you

Working relationships

Having a team around you

American NFL Example

He mentioned how there was no legislation to do this

He also mentioned how it can be seen as positive in two different ways

Job – needs to relate to the people who are best for that job

He mentions – how people being selected needs to be the best people

People who are the best qualified

Colour not as a prejudice

But the big issue is

‘You cannot see the problem - You are not able to tell – the real issue’

Why is there no Asian players playing

Chinese lack there

What causes this???

In any problem there are many issues – many different reasons

Boardrooms – what is the process and thinking

He compared this to the position relating to the Police

With their Institutionalised Racism

Process of the attitude here

That it is not just pinned on one person

Hide behind paperwork

That there is a chain of decision making

That the problem is that the attitude is against you