



## The Coach



### Why I became a coach?

Nothing else shaped my life like Football did from childhood on. It was a fascination and torture at the same time. It brought me to the limits ..and beyond them. (I owe a lot to that sport.) I'm convinced that I've seen it from all sides and all levels, so I can pass my wisdom to help players as well as clubs. I'm a child of football - and I want to grow old with it.

### My career as a coach:

- 1994 Training A-Licence of the German Football Association (DFB)
- 1997 Head coach of the second team of Hertha BSC Berlin and commitment as a Scout for their professional team.
- 1998 Head coach of the amateur and youth field of Hertha BSC Berlin, qualification as a football tutor of the DFB at the university of sports in Cologne
- 2000 Head coordinator of the amateur and youth field of Hertha BSC Berlin, construction of the "Hertha BSC-Football-Academy"
  - Member of the "Task Force" of the DFB, which develops new training methods for the age of 10 to 14
- 2001 Leader of the "Hertha BSC-Football-Academy"
- 2002 From February 6th to June 30th : Interim head coach of the professional team of Hertha BSC Berlin. Finished 4th and qualified for UEFA-Cup.
- 2003 From 03/2003 to 06/2004: Head coach of the TSV Munich 1860
- 2004 From 07/2004 to 04/2007: Head coach of Hertha BSC Berlin
- 2009 From 01/2009 to 09/2009: Head coach of Holstein Kiel
- 2011 Head coach of the National Team of Vietnam
  - During this time Vietnam moved up 55 positions in the world ranking (now among the Top 100)

### My coaches during my career as a professional football player:

- ▶ Jürgen Bogs (Dynamo Berlin)
- ▶ Dettmar Cramer (Bayer Leverkusen)
- ▶ Erich Ribbeck (Bayer Leverkusen)
- ▶ Christoph Daum (1. FC Köln)
- ▶ Erich Rutenöller (1. FC Köln)
- ▶ Jörg Berger (1. FC Köln)
- ▶ Karlheinz Feldkamp (Galatasaray Istanbul)
- ▶ Rainer Hollmann (Galatasaray Istanbul und 1. FC Saarbrücken)
- ▶ Klaus Scheer (1. FC Saarbrücken)
- ▶ Jürgen Röber (Hertha BSC Berlin)



## The Coach



### Hierarchy

Only the head coach can decide. He alone. But I do not make those decisions on my own. I require the support from my assistants. To gather opinions, to review perceptions, to demand some feedback. A decision has to be formed before it's made. And then it's the result of teamwork.

### Success

No one can enjoy a triumph, if he doesn't know how bitter a defeat is. You can't force the success but you can affect it. When you're diligent and determined. In high performance sport you have to abstain from many things but thereby you can reach everything.



### Role models

I don't have any. But some coaches impressed me for their methods, their grit and humanity. Jürgen Bogs was my coach at Dynamo Berlin, Jörg Berger promoted my career as coach of the DDR representative team. Dettmar Gramer in Leverkusen was an exemplary person and I made some good experiences with Christoph Daum in Cologne. And I hold Huub Stevens in high esteem for his detailed knowledge and the meticulous methods. He was my successor at Hertha BSC.



## The Coach

### Tactics

For me, the tactics, the system is not everything but one thing: A very important element of the success.

Without that everyone does what he thinks is best. When everyone does what he wants, the group cannot work as a team, but only as a bunch of individualists. And a bunch of good individualists does not make a good team. But when they are willing to be successful together, everyone may only do what he can best. And then your tactics have been the right.

### My principles

Treat every player like you wanted to be treated as a player. Don't demand anything that you wouldn't demand from your self. Require discipline on the pitch without reduction of creativity and individual skills. Encourage the players in their career – that's the only way you can be a help and don't become a problem.