



Premier League

# Non-negotiables: Thomas Tuchel

Chelsea boss Thomas Tuchel shares his three key non-negotiable values and philosophies

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Whether your club parks the bus, presses high or puts an emphasis on possession, it all boils down to the manager's philosophy.

But the best coaches do more than just embed their ideas on the training ground and on a matchday – their values course through the veins of the club, from top to bottom.

Non-negotiables. They're the key principles and values that a Head Coach and his players live by – the core philosophies that can't be compromised.

Coaches hope they'll help fuel success. But beyond that, they can enrich the fibre of a club and the individuals that play for it.

Chelsea's Champions League winning coach, Thomas Tuchel talks us through his three non-negotiables.

You get certain values based on how you're brought up. How you were raised and how your family raised you and the values from your friends.

I strongly believe that you have core values within yourself with which you feel comfortable and which you then try to adjust and adapt to certain life circumstances – be it in your job or private life.



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And then you build your life around them.

You feel comfortable with them and that's why you look for them and install them in your environment. I think like this.

## **Feedback:** *Honest feedback. Direct feedback. That way everybody knows where he is.*

I've had the influence from people at my side who've supported me in my career and become an influence where I could learn and grow.

This happens mostly, in my belief, from trust.

It starts in your family with the trust and love of your parents. And later I've had people at my side and in my coaching career who trusted me, believed in me, and gave me confidence and let me make mistakes.

They were honest with me, gave me feedback and told me when I was on the wrong track. And that's my wish for myself. I always reflect on myself and try to grow.

I don't discuss things with other coaches as much as you'd think. I discuss a lot with my coaches and coaching staff.

In general, if you listen carefully to the teachers of my girls you can learn a lot because they influence young people and make young people get excited and hungry to learn. That's something that you can learn from.

Speaking with everybody and listening to everybody can open a new view and a new angle where you can learn something for yourself.

At the very end, you need to stay true to yourself and your beliefs, otherwise you play only a role and it won't last very long.

## **Be reliable:** *That means be on time to training. Do everything that is needed to be in shape or be well prepared as a coach.*

We believe that we install and live up to a certain atmosphere where everybody feels comfortable. So why would you break it?

Of course, everybody can break it sometimes, but this is also not a problem because if you have a healthy environment the team will take care of stuff. As a coach, maybe you don't have to get involved because they'll take care of it.

If someone's not putting the effort in, if someone's not on time in a meeting... it's not only about sanctioning them.

As you know with children sometimes, it's hard to not be sanctioned and to run around with a bit of a bad conscience and then they do weeks and weeks of being extra good to make up for it. It's a bit like this.

Don't mistake it that we don't accept other values.

Not everybody is raised in the same environment, not everybody is raised in the same country, the cultures are very different and the beliefs are very different.

And still, it always turns out that you find a certain level everybody agrees on and principles that everyone can live up to and accept.

This is the challenge, for everybody to be open to accept our point of view but in a certain guideline and frame of respect, and an attitude where the relationships don't break with each other because football is a team sport and will always be a team sport.

When we sign players, to try to find out if they'd be a good fit for the group. You can never be 100% sure, but you get an impression when you talk to them and you talk to their family. Maybe you know some teammates from their national team or from their club and then you ask around.

## **Input:** *Because without the effort there is no output. So do the very best every single day, no matter if you're a coach or a player.*

In general, I'm unbelievably impressed with the work ethic here in Chelsea and in the Premier League – the amount of time players spend in the building and the amount of input they give to training sessions... the amount of time and quality they put into their body before and after training.

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It feels like a very a low-key team here, but in fact it's a high-profile team with unbelievable players.

And listen, you always take the mentality of your top players, and if Azpilicueta is your captain, you don't have a problem because he embodies everything that we're talking about.

It's down to the quality, input, size and ambition of the club as to what you can reach. But the values stay the same whether you're challenging for the title or challenging to stay in the league.

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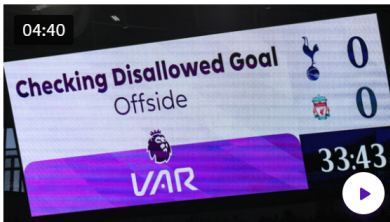
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