

An Analysis of Football Management Trends 1992 – 2005 in all Four Divisions

Dr Susan Bridgewater



An Analysis of Football Management Trends 1992 – 2005 in all Four Divisions

Index	Page Number
1. Introduction	1
2. Key Management Trends	2
3. Management Dismissals by League	5
4. Management Dismissals by Month	7
5. Management Merry-go-Round?	8
6. Management Progressions	9
7. Length of Management Tenure	10
8. Measuring Management Performance	12
9. Top Win Percentages	13
10. Top Turnarounds	14
11. What helps managers to achieve these results?	15
12. Context Influences and Success	15
13. Squad Quality and Management Success	16
14. Stability and Performance	18
15. Manager Characteristics and Success	20
16. Conclusions	21
17. Future Research	21
18. Appendices	22

An Analysis of Football Management Trends 1992 – 2005 in all Four Divisions

Dr Susan Bridgewater

1. Introduction

The following analysis is based on managers of clubs in Leagues 1 to 4 during the period from the formation of the Premiership in the 1992-1993 season to date. Analysis excludes Caretaker Managers, Directors of Football (e.g: Zajec at Portsmouth) and others who may temporarily have been in charge but were not officially listed by clubs as manager.

The report begins by presenting the key trends in the Management data from 1992/1993 to date to identify patterns and implications. Data are split by type of change (dismissal/resignation), by league and by month to identify key issues. The report discusses whether the data support the argument that there is a football Management merry-go-round in which managers recycle into other Management posts. It then presents the first stage of an ongoing research study of Management success for football managers to examine initial findings on the relationship between squad quality, level of Management experience, coaching and management qualifications and other factors which may influence success.

The total number of Management changes during the period from 1992/1993 to date is 678.

Of these:

- 94 are currently in post¹
- 48 have resigned (this excludes mutual consent which is counted as a dismissal but includes resignations for personal, advancement or other reasons)
- There have been 536 dismissals.

The changes of management have involved 360 different managers.

¹ This includes managers at Hereford at which the club was relegated but the manager remains in post and Carlisle where Paul Simpson remained in post during relegation and promotion back into the league.

2. Key Management Trends: What do the data tell us?

Table 1: Manager Dismissals and Resignations (by Season 1992 – 2005)

Season ²	Manager Dismissals	Manager Resignations	Average Tenure Dismissed Managers in Years	Average Win % of Dismissed Managers
1992-1993	31	2	2.72	34.59%
1993-1994	31	4	2.61	33.19%
1994-1995	52	7	2.28	31.35%
1995-1996	33	3	2.38	32.51%
1996-1997	45	4	1.96	34.80%
1997-1998	44	3	1.51	32.28%
1998-1999	36	3	2.27	35.24%
1999-2000	38	1	1.98	33.48%
2000-2001	45	4	2.20	34.24%
2001-2002	56	6	1.98	33.64%
2002-2003	31	2	1.61	30.60%
2003-2004	42	4	2.25	33.09%
2004-2005	39	3	1.85	33.37%
2005 to date	13 ³	2	1.72	31.15%
Totals	536	48	2.19 years	33.94%

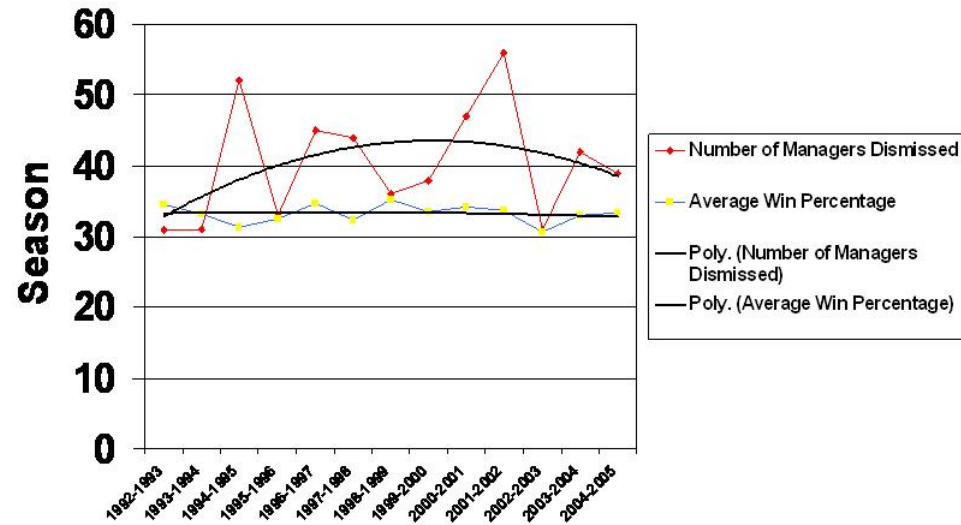
The data show an upwards trend in manager dismissals between 1992- 1993 and 2001-2002. After the peak in 2001-02, the rate of dismissals appears to have fallen back slightly though remaining on average slightly above the 1992-93 levels. The trend line for dismissals is shown in the top of the two black lines on Graph 1.

There is no clear relationship between the rise in dismissals and the performance level of managers. The percentage of games won by the managers dismissed did not decline during the same period. In fact, although there are peaks and troughs, the overall trend (the lower black line which shows the trend for win percentages of managers) shows no significant difference in Management performance than there was in 1992-1993, yet more managers are now dismissed.

² Season taken from August to following July (i.e includes following close season).

³ Steve Claridge included in 2005-06, includes Atkins (Bristol Rovers), Barrow (Bury), Williamson (Plymouth), Palmer (Mansfield), King (Swindon), Tinnion (Bristol City), Hendry (Blackpool), Cooper (Gillingham), Perrin (Portsmouth), Watkiss (Kidderminster), Harford (Rotherham), Lee (Millwall) and Turner (Stockport). Excludes Gary Johnson (Yeovil) and Harry Redknapp (Southampton) who resigned to move clubs.

Number of Managers Dismissed by Season



Graph 1

3. Management Dismissals by League

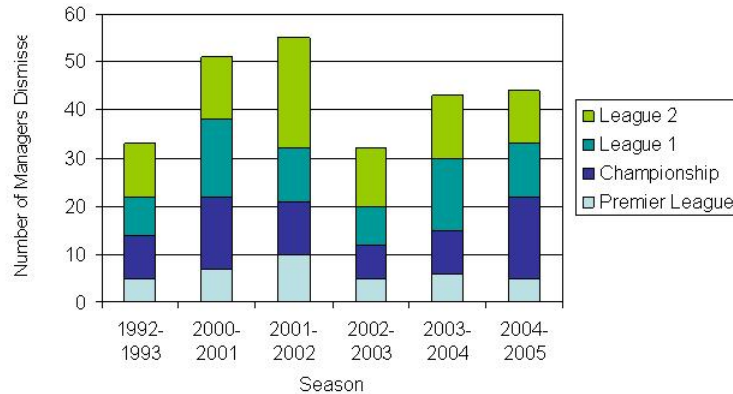
Management dismissals are analysed by league, to determine whether the trends for overall dismissals are split equally across leagues, or affect some leagues more than others. Data from 1992-1993 are compared with recent seasons from 2000-2001 to date.

League	1992-1993	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005
1	5	7	10	5	6	5
2	9	15	11	7	9	17
3	8	16	11	8	15	11
4 ⁴	11	13	23	12	13	11

Table 3: Number of Managers Dismissed by League 1992-1993 compared with 2000-2001 to date

⁴ For ease the leagues are labelled here 1 – 4 to allow for comparability across seasons

Managerial Dismissals by League



Graph 2: Manager Dismissals by League

The data in Table 3 and Graph 2 show us that the proportion of managers dismissed in different leagues varies season to season. The rate of dismissals in the Premiership is lowest throughout although in some seasons (such as 2001-2002 the difference is marginal whilst in others there is a larger difference in dismissal rate. In 1992-1993, Premiership dismissals were the lowest, but the two middle division are close (8 and 9 managers dismissed respectively) and the lowest league has the highest Management casualties. 2000-2001 and 2001-2002 show a sharp rise in dismissals outside the Premiership. 2000-2001 shows a much larger rise in the rate of dismissals of managers in the middle two divisions and a lower proportional increase in the Premiership and lowest division. During the 2001-2002, the deepening financial crisis in football placed particular pressure on the 72 clubs below the Premiership and culminated, in March 2002, in the collapse of ITV digital. The resultant spate of clubs going into administration may explain the increase in dismissals outside the Premiership. The number of dismissals dips as the crisis settled but remains higher for the three lower leagues than for the Premiership. 2004-2005 saw a particular increase in dismissals in the Championship.

4. Management Dismissals by Month

To gain more insights into the trends, dismissals were analysed by month.

Table 4: Time of Year when Managers Dismissed 1992-1993 to date

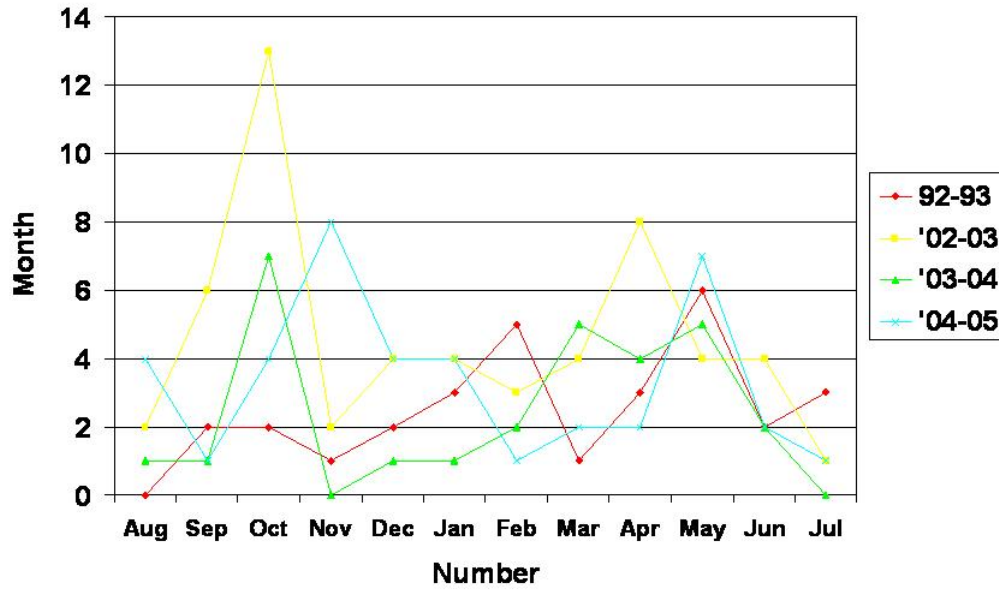
Season	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total
92-93	0	2	2	1	1	3	4	1	3	5	3	6	31
93-94	2	3	4	3	5	4	1	3	1	2	3	0	31
94-95	3	6	1	8	4	3	3	5	9	4	6	0	52
95-96	0	2	5	3	4	5	4	2	2	4	1	1	33
96-97	5	4	3	6	3	3	5	2	1	8	3	2	45
97-98	2	2	3	4	3	2	4	5	3	8	6	2	44
98-99	3	4	3	4	1	1	0	2	3	7	4	4	36
99-00	3	2	4	4	3	3	4	4	2	5	3	1	38
00-01	5	4	5	4	4	4	6	5	1	3	2	3	45
01-02	2	6	13	2	4	4	3	4	8	4	4	2	56
02-03	1	1	7	1	1	2	2	5	4	5	2	0	31
03-04	2	5	3	3	3	3	4	7	3	4	5	0	42
04-05	4	1	4	8	4	4	1	2	2	6	2	1	39
05 to date	1 ⁵	6	0	2	3								13
	32	49	57	53	43	41	42	47	42	66	43	21	536

Overall, the pattern of manager dismissals shows two peaks. There is a peak in May/June, at the end of the season, and a second peak in October/November. The pattern was examined over time to see if it has changed and this shows that the peak in October/November did not exist in the earlier years (only 1992-93 is shown for clarity) but emerges clearly in the last three seasons (yellow, green and blue lines).

The October/November peak was at its highest in 2002-03, somewhat lower in 2003-2004. Although pronounced in 2004-2005, it has moved to being later. This coincides with the introduction of the transfer window in the Premiership. It does not only affect managers in the Premiership and suggests that Chairmen now make decisions about the future of managers with an eye to whether they are happy to let the current manager make buying and selling decisions during the transfer window. 2005-2006 season is not included in the above graph but after 6 dismissals in September, 0 in October and recently two in late November is much less pronounced. Alternatively it could be following the trend of happening progressively nearer to the transfer window. The next few weeks will tell.

⁵ Claridge right on border between seasons and counted as August of this season

Manager Dismissals by Month



Graph 3: Management Dismissals by Month

5. Management Merry-Go-Round?

It is popularly supposed that managers continue to recycle into further football manager jobs even when they are dismissed/resign. The topline figure of 678 reflects some managers who have had more than one post (up to a maximum of ten posts) during the period but has involved 360 different managers, suggesting that a number go out of the game.

With an average tenure of around 2 years, half of first time appointees get around 2 years to prove themselves and do not get a second chance. A further 39 exit after the second appointment (28.47 of those appointed to their second post).

The high exit rate suggests that football management is less like a merry-go-round, more like musical chairs.

Times Managed	Number of Managers	Number not Appointed Again	Percentage Exits to Appointees
One	261	124	47.51%
Two	137	39	28.47%
Three	98	37	37.36%
Four	61	21	34.43%
Five	40	13	32.5%
Six	27	13	48.15%
Seven	14	7	50%
Eight	7	6	85.71%
Nine	1	0	
Ten	1	0	
	648	244	

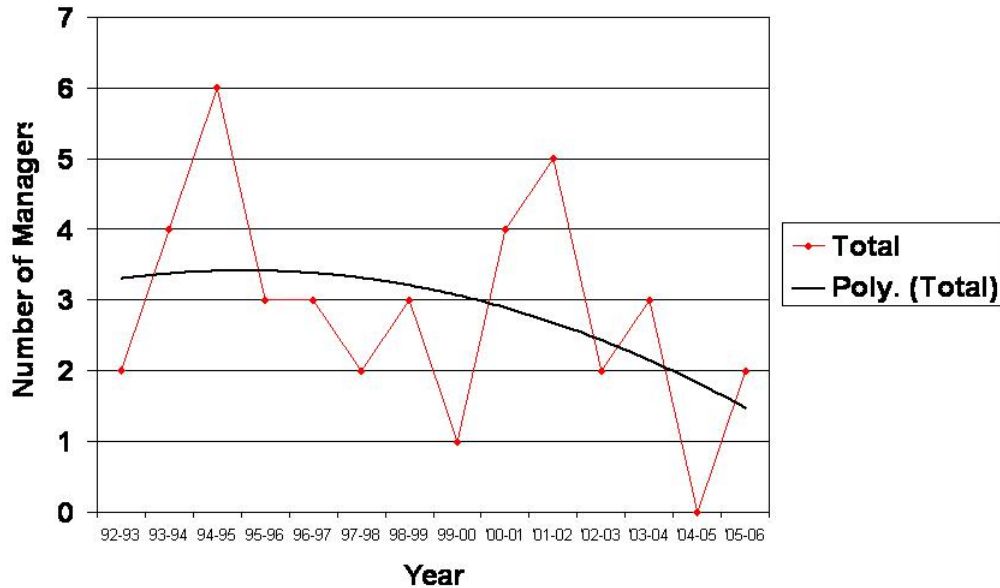
Table 2: Manager Exits

6. Management Progressions

This examines the number of managers who leave clubs to take charge at higher league clubs. The trend was examined to see whether it has become less common for managers to progress up the leagues between 1992-1993 and 2005-2006. The black line shows the trend – the downward trend is exaggerated by the incomplete data for the current season – there are currently two Management progressions, Gary Johnson to Bristol City and Harry Redknapp to Portsmouth. The low numbers

overall show that progression from lower to higher league clubs is infrequent.

Managerial Progressions 1992 - 2005



Graph 4: Management Progressions from lower to higher league clubs 1992 - 2005

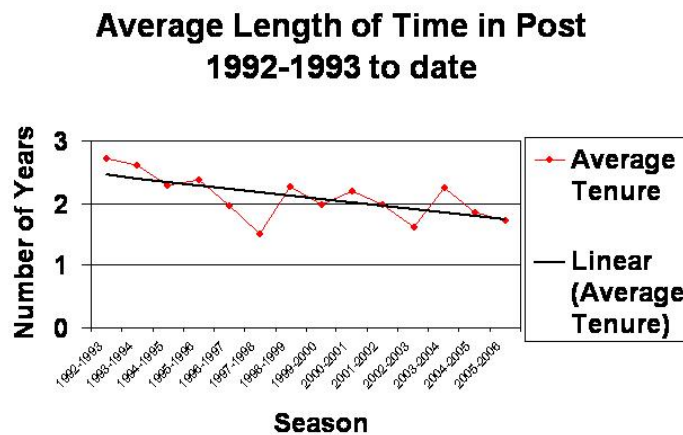
7. Length of Management Tenure

This section begins by identifying trends in the length of time a manager has in post. Overall from 1992-1993 to the current season the average time in post, or tenure, of a manager is 2.19 years. Although there are peaks and troughs, the overall trend is downwards. From the 1992-1993 season, Management tenure of football managers has declined with managers lasting less than two years on average. At the beginning of the period managers remained in post for more than two and a half years on average. If this rate of decline were to continue, managers would be in post for only an average of one year by 2023.

Season ⁶	Average Tenure of Dismissed Managers in Years
1992-1993	2.72
1993-1994	2.61
1994-1995	2.28
1995-1996	2.38
1996-1997	1.96
1997-1998	1.51
1998-1999	2.27
1999-2000	1.98
2000-2001	2.20
2001-2002	1.98
2002-2003	1.61
2003-2004	2.25
2004-2005	1.85
2005 to date	1.72
Overall Average	2.19 years

Table 5: Average Tenure by Season 1992-1993 to date

Graph 5: Average Length of time in post of managers dismissed 1992-1993



⁶ Season taken from August to following July (i.e includes following close season).

8. Measuring Management Performance

Management performance is complex. No one measure can capture the different ways in which a manager can be considered successful. If the only success measure is winning cups and championships, lower league managers would rarely be considered successful. Mourinho, for example, has won 72.5% of his games in charge of Chelsea but, given the value of his squad, how does this compare to Sam Allardyce's 41.52% win percentage at Bolton, or Gary Johnson's 52.49% at Yeovil? Two issues become apparent:

- The quality of players available needs to be taken into account. Deloitte and Touche (2005) show a relationship between higher quality players and high performance.
- A range of different measures of success should be used to capture the dimensions of performance.

The following section examines the managers who have performed well and less well to see the extent to which this can be explained by factors which are frequently discussed. These factors include characteristics and preparation of the manager (e.g: age and experience, qualification level, level at which the manager played, nationality) with club-related or context issues such as club stability and quality of squad.

Management performance is measured in three different ways:

- Percentage of games won
- Number of places rise/fall in league placings
- Winning cups/championships/promotions

Whilst football is a results business, many managers achieve success without winning cups or Championships (for example Dario Gradi's achievement in keeping Crewe in the Championship). Accordingly, this report focuses on two other measures of success; win percentage and number of places which a manager moved up and down the league structure from the beginning to the end of his tenure.

9. Top Win Percentages

Rank	Manager	Club	Win Percentage	Number of Games	
1	Jose Mourinho	Chelsea	73.86	88	In post
2	Kevin Keegan	Fulham	62.30	61	Res
3	Steve Bruce	Crystal Palace	61.11	18	Res
4	Steve Thompson	Southend	57.14	14	Res
5	Alex Ferguson	Manchester Utd	56.65	1068	In post
6	Peter Taylor	Brighton	55.26	38	Res
7	Kevin Keegan	Newcastle	54.98	251	
8	Peter Taylor	Gillingham	54.84	62	Res
9	Ossie Ardiles	WBA	54.55	55	
10	Rafael Benitez	Liverpool	53.86	95	In post
11	Claudio Ranieri	Chelsea	53.77	199	
12	Gianluca Vialli	Chelsea	53.15	143	
13	Mark Wright	Chester	52.50	120	
14	Gary Johnson	Yeovil	52.49	116	Res
15	Kenny Dalglish	Blackburn	52.31	195	Res
16	Mervyn Day	Carlisle	51.61	62	
17	Ray Mathias	Wigan	51.61	62	
18	Paul Fairclough	Barnet	51.35	74	
19	Arsene Wenger	Arsenal	51.24	526	In post
20	Gerard Houllier	Liverpool	50.86	291	
21	Steve Coppell	Reading	50.82	122	In post
22	Gudjon Thordarsson	Stoke	50.00	154	
23	Roy Evans	Liverpool	50.41	244	
24	Steve Coppell	Brentford	50.00	54	Res
25	Barry Fry	Southend	50.00	30	

Table 10: Win percentages

It is immediately apparent that clubs with resources and investment figure largely in the list of top win percentages; both Ranieri and Mourinho at Chelsea, Kevin Keegan at Newcastle and Kenny Dalglish at Blackburn all figuring in the top 20. Deloitte and Touche show a correlation between the quality of the squad (as demonstrated by its wage bill) and Management performance. At the same time, a number of managers feature who did not have the same level of resources. Some of these are short, successful Management reigns which often ended in resignation to move on to a higher league clubs.

10. Top Turnarounds

The achievement of lower league managers emerges more strongly from analysis of the number of league places that the club has moved up or down while the manager was in post. It should be noted that this shows league position at the beginning and end of tenure and so does not show the heights reached by some managers during their reign (for example Sunderland under Peter Reid reached 7th place in the Premiership for two seasons but stood at 17th when he departed. Hence his rise is listed as 23 places although it was 33 at the height of his achievement).

Rank	Manager	Club	Rise in League Placings
1	Brian Talbot	Rushden & D	55
2	Peter Taylor	Hull	54
3	Martin O'Neill	Wycombe	52
4	Dario Gradi	Crewe	48
5	John King	Tranmere	47
6	Paul Jewell	Wigan	47
7	Steve Tilson	Southend	46
8	Stan Ternent	Bury	45
9	Paul Sturrock	Plymouth	42
10	Kenny Dalglish	Blackburn	41
11	Kevin Keegan	Newcastle	41
12	John Ward	York	40
13	Steve Evans	Boston	39
14	Howard Wilkinson	Leeds	38
15	Dave Penney	Doncaster	36
16	Micky Adams	Fulham	36
17	Micky Adams	Brighton	36
18	Mark McGhee	Reading	35
19	Mark McGhee	Millwall	35
20	Alan Curbishley	Charlton	34
21	Brian Little	Leicester	34
22	Bruce Rioch	Bolton	34
23	David Moyes	Preston	34
24	Brian Laws	Scunthorpe	33

Table 11: Turnarounds

11. What helps Managers to achieve these results?

Management studies of leaders present a range of “context” or organisational and manager or “leader” characteristics which help or hinder success. Previous studies of Chief Executive Officers’ success in broader management suggest that up to 60% of success may be explained by context factors.

In football terms, context factors may include a range of factors such as club size, financial strength, management structure and transfer budget through to individual football manager factors such as length of experience, years in post, leadership style and qualification level. This is the first phase of research into these influences and presents a limited initial analysis of a range of these factors. Whilst acknowledging that this is an over-simplification of a complex issue, it still highlights some interesting phenomena worthy of further investigation.

12. Context Influences on Success

- **Quality of Players and Management Success**

To gain initial insights into the affect of player value on Management performance, the win percentages of Premiership managers are compared with the wage bill of the club in the 2004-2005 season.

- **Club Stability and Management Success**

Clubs with fewer managers are compared with clubs with most managers during the period to explore any impact on average Management success at the club.

13. Squad Quality and Management Success

Table 12: Win Percentages for Premiership Managers compared with Club Finances

Manager	Club	Win % ⁷	Average Wages 2003-04 in £ms
David O'Leary	Aston Villa	37.27	33.76
Arsene Wenger	Arsenal	51.24	69.89
Steve Bruce	Birmingham	33.15	23.16
Mark Hughes	Blackburn	40.00	31.31
Sam Allardyce	Bolton	41.78	23.48
Alan Curbishley	Charlton	38.16	29.91
Jose Mourinho	Chelsea	73.86	114.78
David Moyes	Everton	38.18	33.171
Chris Coleman	Fulham	36.36	30.9
Rafael Benitez	Liverpool	53.68	65.64
Alex Ferguson	Manchester Utd	56.65	76.87
Stuart Pearce	Manchester C	40.00	37.74
Steve McClaren	Middlesbrough	38.14	28.80
Graeme Souness	Newcastle	43.04	44.88
Alain Perrin	Portsmouth	19.05	25.54
Mick McCarthy	Sunderland	5 ⁸	16.87
Martin Jol	Tottenham	43.86	34.56
Bryan Robson	WBA	24.53	12.08
Alan Pardew	West Ham	33.33 ⁹	23.24
Paul Jewell	Wigan	52.38 ¹⁰	6.17

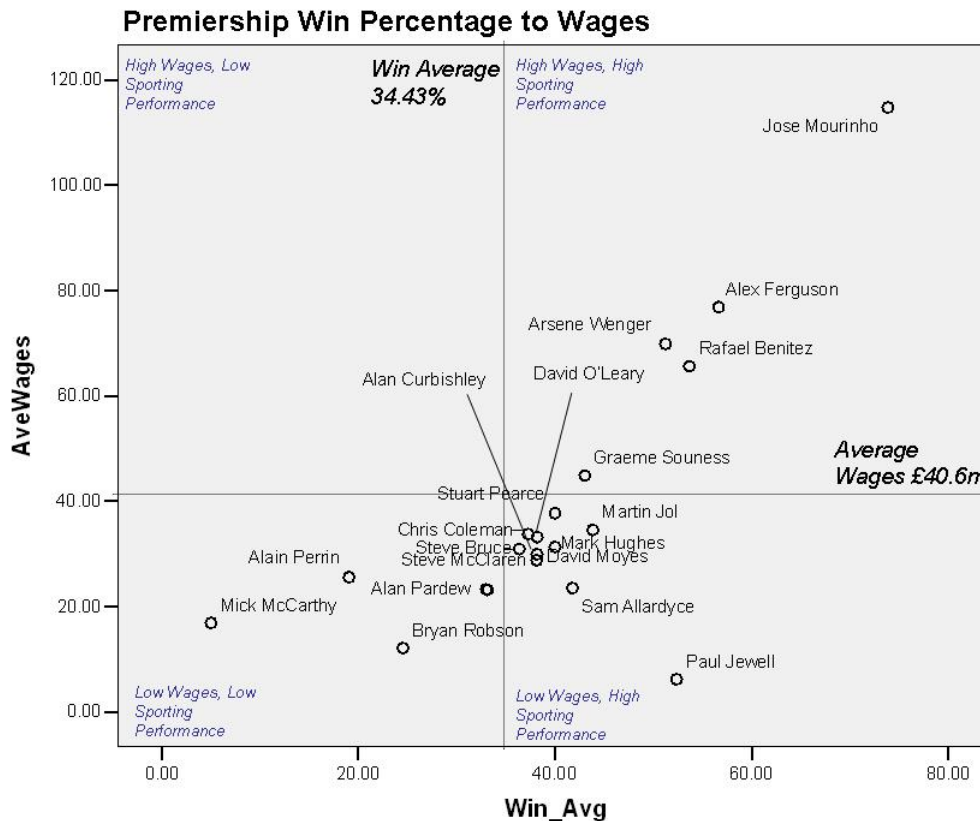
⁷ Win percentage over time in post up until 4th January 2006

⁸ For Mick McCarthy, Paul Jewell and Alan Pardew win percentages are for the Premiership only

⁹ As above

¹⁰ As above

Graph 6: Management Performance and Win Percentage



The further towards the right managers move the better their performance. Jose Mourinho is by some margin the furthest right (i.e has a better win percentage than his fellow managers).

To put these results into some perspective, the y axis reflects the value of the squad available to managers in the Premiership. This "value" is reflected in the average wage bill of each squad in the 2003-2004 season. These are the most recent financial results available and are based on data taken from the Deloitte and Touche *Annual Review of Football Finance* June 2005. It should be noted that these financial figures lag by a year, hence the wage bills of the promoted teams is probably higher than indicated by these figures. Deloitte and Touche show a correlation between squads with high wage bills (indicating high player quality) and sporting performance. This finding is supported by this study.

The lines dividing the four cells of the matrix show the average wage bill for the Premiership in 2003-2004 and the average win percentage for all managers included in the study.

Managers in the bottom left quadrant are achieving lower win percentages than average but are competing with squads which have lower than average wage bills. Four managers fall into this quadrant.

Players in the top right quadrant achieve higher than average win percentages but do so with squads which have higher wage bills. Five managers fall into this quadrant.

The remaining managers are all achieving higher win percentages than average with squads which have lower than average wage bills. The further to the bottom right corner a manager is on the grid, the higher the performance above expectation given the value of the squad.

14. Stability and Performance

Table 6: Most Managers since 1992-93

Ranking	Club	Number of Managers	Average Tenure of Managers 1992/1993 to date in years ¹¹
1	Crystal Palace	13	1.01
2	Southampton	12	1.10
2	Notts County	11	1.20
4	Barnsley	11	1.20
4	Stoke	11	1.20
4	Cardiff	11	1.10
7	Southend	10	1.32
7	Brighton	10	1.32
7	Coventry	10	1.32
7	Hartlepool	10	1.32
7	Lincoln City	10	1.32
7	Millwall	10	1.32
7	Swansea	10	1.32
7	Oxford United	10	1.32

¹¹ Duration taken to be 13 years and 4 months from August 1992 to end of December 2005

Table 7: Fewest Managers since 1992-93

Ranking	Club	Number of Managers	Average Tenure in years ¹²
1	Crewe	1	13.33
1	Manchester United	1	13.33
1	Charlton ¹³	1	13.33
4	Wrexham	2	6.67
5	Arsenal	3	4.44
5	Ipswich	3	4.44
5	Middlesbrough	3	4.44
5	Liverpool	3 ¹⁴	4.44
5	Port Vale	3	4.44
10	Birmingham	4	3.33
10	Bournemouth	4	3.33
10	West Ham	4	3.33

But does the turnover of managers at a club have an impact on performance?

Table 8: Clubs with Largest versus Smallest Number of Managers and Performance between 1992 and 2005

Club	Number of Managers since 92	Average Tenure	Average Win %
Charlton	1	13.17	38.51
Crewe	1	13.17	37.66
Manchester United	1	13.17	56.57
Wrexham	2	6.58	36.99
Arsenal	3	4.39	51.23
Ipswich	3	4.39	43
Liverpool	3	4.39	47.86
Middlesbrough	3	4.39	39.1
Port Vale	3	4.39	36.37
Birmingham	4	3.29	39.28
Bournemouth	4	3.29	35.8
West Ham	4	3.29	38.39
Average Win % across these clubs	N=35		40.91

¹² Duration taken to be 13 years and 4 months from August 1992 to end of December 2005

¹³ Charlton had a joint manager, Steve Gritt, from 24th July 1991 to 15th June 1995 but is counted as one manager here because Alan Curbishley has been joint manager or manager throughout the whole period.

¹⁴ Liverpool also had a joint manager, Roy Evans, alongside Gerard Houllier from 28th January 1994 to 12th November 1998

Table 9: Clubs with largest number of managers and average win percentages between 1992 and 2005

Club	Number of Managers	Average tenure	Average Win %
Crystal Palace	13	1.01	34.35
Southampton	12	1.10	32.3
Notts County	11	1.20	32.07
Barnsley	11	1.20	33.1
Stoke	11	1.20	35.28
Cardiff	11	1.10	35.77
Southend	10	1.32	36.16
Brighton	10	1.32	32.62
Coventry	10	1.32	32.7
Hartlepool	10	1.32	31.87
Lincoln City	10	1.32	29.59
Millwall	10	1.32	33.59
Swansea	10	1.32	26.61
Oxford United	10	1.20	29.36
Average Win % across these clubs	N=130		32.53

Clubs with lower numbers of managers have an average win percentage of 40.91% compared with 32.53% of clubs with frequent changes of manager during the period. Moreover, there is a positive correlation between the amount of experience which a manager has and the number of years in post and the win percentage, suggesting that managers need time to learn and that stability favours success (See Appendix 2).

15. Manager Characteristics and Success

- **Years of Experience**

There is a significant difference between the number of years experience and the win percentage of managers (See Appendix 2). Conversely, there is a negative correlation between the age of a manager and performance suggesting that overall younger managers do less well than older managers.

- **Qualifications**

There is a significant correlation between managers who have followed the route of taking coaching and Management qualifications and those who have gone into their jobs with little preparation for the challenges ahead (See Appendix 2).

16. Conclusions

- The rate of Management change in football shows a high level of instability and change which has a damaging effect on the industry both in terms of cost (legal fees and settlements amount to many millions of £s during this period) and, as shown in this study, on the success of clubs.
- More experienced managers who have longer in post achieve higher levels of success. Yet there are now few progressions of managers from lower to higher league and the average tenure of managers has declined from an average of 2.72 years to 1.72 years over the period.
- Almost half of first-time managers exit from the game and are never re-appointed, further reducing the extent to which managers can learn and develop.
- Whilst the lower rate of dismissals from the Premiership compared with lower leagues may be explicable by a range of factors including financial resources and length of manager experience, preparation of younger managers through coaching and Management qualifications increases their chances of success and may go some way to reducing the current levels of instability and churn in football management.

17. Future Research

The next stage of this research is currently underway. This extends the analysis to include the impact of net transfers and the other factors listed above on success. Results will be published later in 2006.

For questions or further details of this research, please contact Dr Susan Bridgewater, Warwick Business School, University of Warwick, Coventry CV4 7AL +44 (0) 24 76524341 or E mail: sue.bridgewater@wbs.ac.uk

18. Appendices

Appendix 1

Number of League Managers per club from 1992/1993 to date (from fewest to most)

Rank	Club	Number of Managers 1992/1993 to date	Average Tenure of Managers 1992/1993 to date
1	Charlton	1	13.33
1	Crewe	1	13.33
1	Manchester United	1	13.33
4	Wrexham	2	6.67
5	Arsenal	3	4.44
5	Ipswich	3	4.44
5	Liverpool	3	4.44
5	Middlesbrough	3	4.44
5	Port Vale	3	4.44
10	Birmingham	4	3.33
10	Bournemouth	4	3.33
10	West Ham	4	3.33
13	Aston Villa	5	2.67
13	Bolton	5	2.67
13	Burnley	5	2.67
13	Chesterfield	5	2.67
13	Wimbledon/MK Dons	5	2.67
13	Peterborough	5	2.67
13	Rotherham	5	2.67
13	Scunthorpe	5	2.67
13	Tranmere	5	2.67
22	Blackburn	6	2.22
22	Blackpool	6	2.22
22	Bury	6	2.22
22	Colchester	6	2.22
22	Doncaster	6	2.22
22	Everton	6	2.22
22	Hull	6	2.22
22	Newcastle	6	2.22
22	Preston	6	2.22
22	QPR	6	2.22
22	Sheffield United	6	2.22
22	Sunderland	6	2.22
22	Walsall	6	2.22

22	Wolves	6	2.22
36	Bristol Rovers	7	1.90
36	Chelsea	7	1.90
36	Derby	7	1.90
36	Leeds	7	1.90
36	Leicester	7	1.90
36	Leyton Orient	7	1.90
36	Luton	7	1.90
36	Reading	7	1.90
36	Stockport	7	1.90
36	Watford	7	1.90
36	Wycombe	7	1.90
47	Darlington	8	1.67
47	Fulham	8	1.67
47	Gillingham	8	1.67
47	Grimsby	8	1.67
47	Huddersfield	8	1.67
47	Manchester City	8	1.67
47	Mansfield	8	1.67
47	Northampton	8	1.67
47	Norwich	8	1.67
47	Oldham	8	1.67
47	Plymouth	8	1.67
47	Rochdale	8	1.67
47	Torquay	8	1.67
60	Bradford C	9	1.48
60	Brentford	9	1.48
60	Bristol C	9	1.48
60	Carlisle	9	1.48
60	Nottingham Forest	9	1.48
60	Portsmouth	9	1.48
60	Sheffield Wed	9	1.48
60	Swindon	9	1.48
60	Tottenham	9	1.48
60	WBA	9	1.48
60	Wigan	9	1.48
71	Brighton	10	1.33
71	Coventry	10	1.33
71	Hartlepool	10	1.33
71	Lincoln City	10	1.33
71	Millwall	10	1.33
71	Oxford United	10	1.33
71	Southend	10	1.33
71	Swansea	10	1.33
79	Barnsley	11	1.21

79	Cardiff	11	1.21
79	Stoke	11	1.21
82	Notts County	12	1.11
82	Southampton	12	1.11
84	Crystal Palace	13	1.03

***The following clubs have been excluded from the main list because they were not league clubs for the entire period. These clubs had the following number of managers**

Rank if included*	Club	Number of Managers
1	Dagenham & Redbridge ¹⁵	1
4	Yeovil	2
5	Boston	3
5	Hereford	3
5	Rushden & D	3
10	Cheltenham	4
10	Halifax	4
10	Kidderminster	4
13	York	5
	Macclesfield	6
36	Chester	7
36	Exeter	7
36	Scarborough	7
36	Shrewsbury	7
47	Barnet	9
71	Cambridge U	10

Impact of Qualifications on Performance

Correlations

		Qualifications	WinAvg
Qualifications	Pearson Correlation	1	.271**
	Sig. (2-tailed)		.000
	N	247	247
WinAvg	Pearson Correlation	.271**	1
	Sig. (2-tailed)	.000	
	N	247	247

** . Correlation is significant at the 0.01 level (2-tailed).

Impact of Experience on Performance

How long managers in post?

Correlations

		POstYear	WinAvg
POstYear	Pearson Correlation	1	.334**
	Sig. (2-tailed)		.000
	N	663	663
WinAvg	Pearson Correlation	.334**	1
	Sig. (2-tailed)	.000	
	N	663	663

** . Correlation is significant at the 0.01 level (2-tailed).

Number of Years of Management Experience

Correlations

		NoYears	WinAvg
NoYears	Pearson Correlation	1	.109**
	Sig. (2-tailed)		.005
	N	663	663
WinAvg	Pearson Correlation	.109**	1
	Sig. (2-tailed)	.005	
	N	663	663

** . Correlation is significant at the 0.01 level (2-tailed).