



Managerial Skills and Productivity in an Organization: A Comparative Analysis of the Approaches of Lampard and Tuchel of Chelsea Football Club

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Abstract

There is no human endeavour that does not require proper management for its proper functioning. Organizations require good management to effectively function. Not all people can effectively manage and a good manager is expected to possess special skills different from others. This study examines managerial skills and its impact on organization. Specifically, the study makes a comparative analysis of the managerial skills of two (2) coaches (Frank Lampard and Thomas Tuchel). The study used questionnaire to elicit data from respondents. The data were analysed and tested using SPSS (version 20). The result shows that managerial skill is a Sine-qua-non for high-quality management and organizational productivity. The study further found that the major distinction between the two managers is in their application of managerial skills; the former is more of an officious manager while the later was creative and classless. The study recommended that initiative, human relation and communication skill are focal area to be given attention by managers and management of organizations.

Keywords: Managerial skills, Productivity, Chelsea Football Club, Organization Comparative Analysis.

1. Introduction

Management is an integral aspect of organization that is mostly undermined by a lot of organizations despite the vital role it has played and is still playing in the success and development of an organization (Cole, 2003). There is no human endeavor that does not require proper management for its proper functioning and accomplishment of goals (Nwachukwu, 2003). All types of organization – government establishment, business enterprises, hospitals, cooperatives, churches, sporting ventures, profit oriented or non-profit making organization that does not require management to function effectively (Cinjel, Lumi & Chujor, 2017). Management is one of the most important human activities that permeate all organizations, whenever people come and work together for the attainment of a predetermined objective, there is a need for a manager that will be charged with the responsibility of ensuring that the goals and objectives of the organization are realized



(Nwachuwku, 2003). It is the manager's responsibility to ensure that every member of the group contributes his/her best and to get people put in their best efforts, the manager has to understand people, their emotional, physical and intellectual needs. The manager has to acknowledge the fact that each member or the entire employee has his or her own personal needs and aspiration which can be influenced by number of factors such as – ethnic, social, political, and economic and also the technological environment of which he or she is a part of (Cinjel, Bur & Okoli, 2020). A lot of people can be managed but it is not all people that can manage well and effectively in an organization (Moses, 2016). What differentiate a successful manager that help an organization to attain its goal and objective from a manager that failed to yield result is the type of style they have used on their employees (Cinjel, Bur & Danladi, 2020). The role of a manager in an organization is a pervasive and integral one; managers are people who are primarily responsible for the achievement of an organizational goals (Sati, 2021). Any organization that fails to realize its objective often blames it on management (Shin, 2012). The management is often accused of: lack of initiative, ineptitude, misconduct or are said to be unqualified and are called upon to resign or be sacked. This is because, the manager is that individual that can provide the dynamic force or direction for the accomplishment of goals; they are seen as person's in charge and are expected to attain results. A manager in a football scene is the coach and he or she does not play the game but direct the players, give them method and approach, boost their morale and ensure that they win matches and trophies (Moses, 2016). A manager is expected to possess special talents or abilities known as style and this is the very thing that differentiates him or her from a non-manager (Sati, 2014). In the word of Drucker (1964), rarely, if ever, has a new basic institution or new lending group, a new central function, emerged as fast as management since the turn of the centuries.

Chelsea as a football club in recent time has witness challenges attributed to managerial approach; a lot of managers were hired and sacked and some resigned to avoid being embarrassed with sack letter which they sees as a mole on their career path (Hawass, 2015). In 2019, *Sarri* was hired and was later sacked by the club due to poor result. *Frank Lampard* was hired at the pronouncement of the sack of *Sarri* and was empowered with sufficient resources to recruit and shop for more good players which he believes would yield results for the club (Stephen, 2018). He managed the team for a season and his results were discouraging like his predecessor (Cinjel & Kachi, 2017). This led to his sack and thus the hiring of *Tuchel* who was not privilege to be empowered with funds to shop for his own choices of players; probably due to the closure of transfer market and hypothetical testing of managerial skills unlike in the case of *Frank Lampard*. But with what the former coach (Lampard) could not use to produce result; *Tuchel* utilized and set the Club on track records (Dion, 2012). This study attempted to assess the various skills used by both managers on the same set of players and why the distinction in their results (Stephen, 2018). The study is structured into five segments. The first part was the introduction and it provides an overview of the whole work and the connection between the main variables. The second part focused



on problem statement where what prompted the study was clearly defined. It also captured the research questions and objectives.

Management of both human and material resources often possess some problems in organizations. One of such problems is lack of initiative which is one of the thing that constituted problem to the managerial style of coach Lampard and his inability to accomplish the mandate given to him as the football manager of Chelsea Football Team. The skills of Lampard have shown weaknesses in the uses of initiative – ineptitude, inexperience and deficient skills. Another problem that motivated the study is the influence of human relation or approach of a manager and how it can either aid or mare productivity. Lampard was bossy and is a kind of manager that was loaded with self – absorption; he has less regard and respect to his subordinate. His thought most at times, is that result will be based on his formation and pattern; not knowing that human approach is one of the integral aspects of best skills in the football field. Communication skill possessed by a manager determine his or her degree of accomplishment and it also provides a means by which members of an organization can be motivated to execute course of action enthusiastically; this vital function is missing and not well presented during the reign of Frank Lampard as a football manager of Chelsea Football Club. The central objective of the study is to examine the impact of management style on the productivity of an organization with much accentuation on the approach employed by Frank Lampard and Thomas Tuchel of Chelsea Football Club. The specific objectives of the study are to examine the worth of initiative and how it has affected the managerial skills of Lampard unlike his successor; assess the impact of human relation and how it contributed to the downfall of Lampard as against his successor; determine the usefulness of communication skills and how it affects the managerial skills of Lampard; and provides mechanism that will help managers of football clubs and other organization to strengthen their approach for better results and accomplishment.

2. Literature Review

Over View of Chelsea Football Club

Chelsea Football Club was first established in 1904 when Gus Mears acquired the Stamford Bridge athletic stadium with the intention of converting it into a football ground (Johnson, 2021). The club gained promotion to join the first division in their early years and reached the 1915 FA Cup Final but lost to Sheffield United at Old Trafford and ended as third in the first division of 1920 (Chelsea FC, 2021). The club is an English Professional Football Club based in Fulham – West London and it is one of the most successful club that have won over thirty competitive honours; including six leagues title and eight European trophies and their home ground is known as *Stamford Bridge* (Chelsea FC, 2021). The club won their first major honour which was in 1951 and at that time it was known as league championship. It also won the FA Cup for the first time in 1970 and the Cup Winners Cup in 1971. The club performance declined in the 1970s and 1980(s) due to number of factors such as poor performance, financial crisis and the attacks of hooligans during matches. The club re-awakens in 1990(s) (Chelsea FC, 2021). With the change in name and restructuring of



League Cup to *Premier League* and the introduction of *UEFA Champion League* in the early parts of 1990(s), the club won five (5) premier League titles and two UEFA Europa League titles (Chelsea FC, 2021). It was in 2003 that the Russian – Israeli Billionaire – Roman Abramovich acquired the club from Ken Bates who bought it in 1982. The club has been managed by several coaches at different periods and notable among those who have managed the football club are Ted Drake (1952), Tommy Docherty (1961), Dave Sexton (1970), John Neal (1983), Ruud Gullitz (1994), Gian Luca Vialli (1998), Claudio Ronieri (2002), Jose Mourinho (2003), Avram Grant (2008), Guus Hiddink (2009), Carlos Ancelotti (2010), Roberto Di Matteo (2012), Antonio Conte (2017), Maurizio Sarri (2018), Frank Lampard (2019) and Thomas Tuchel in 2021.

The club has witnessed different coaches who have applied different management styles; some yielded results while some failed to produce results (Chelsea FC, 2021). The club has the reputation for signing star players and it is the club that has attracted a larger number of fans in England; the club has the highest average attendance in English Football. In ten separate seasons (Johnson, 2021). The football club also has a long-established culture of drive to win trophies; this is characteristically responsible for its constant style of hiring and firing of its coaches whom were contracted to manage the club (Ahmed, 2021). A performing result is often seen as the work of the coach and a dismissal performance is equally attributed to faulty coaching style (Johnson, 2021). It is in the light of the above that some of its coaches in the past were adequately rewarded for performance and some were woefully sent away for good and bad results respectively (Johnson, 2021). This established philosophy has helped to improve the general performance of the football club and other clubs have copied that mentality and have yielded positive results (Ahmed, 2021). In the 20th century, it is the club that has the highest rate of labour turnover of manager in England; at the first value, it gave the club a negative appellation but despite that; it has impacted positively on the club and has helped the club to sustain its known winning spirit, winning trophies and continual increase in the number of fans.

Comparison of Managerial Skills of Lampard and Tuchel

Frank Lampard is an English Professional football player who at his retirement and after securing the required license has coached the Chelsea football club from July, 2019 to January, 2021. The decision of hiring him as a manager was predicated on the worth the club attached to him; the consideration of him as one of the club's greatest ever players and one of the greatest *midfielders* of his generation (Joseph, 2021). Lampard's knowledge and experience was shaped by the one-year coaching training he had attained to enable him secure the English coaching license (Cinjel & Danjuma, 2020). Lampard in his first season in charge of the Derby County, guided the club to the championship play-offs after helping them finish 6th in the 2018 – 2019 championship season. It was at the conclusion of the season that Lampard was appointed the new head coach of Chelsea Football Club after his predecessor in person of *Maurizio Sarri* who was sacked due to poor performance and lack of trophies. The appointment of Lampard as the new coach after the sack of Sarri was greeted with much



applause and approbation (Joseph, 2021). The club gave him €200 million to acquire players of his choice to boost and strengthened his squad (Janes, 2021). Lampard dismisses old players – David Luiz, Victor Moses, Davide Zappacosta, Tiemoue Bakayoko, Danny Drinkwater, Lucas Piazon and brought the following players: Hakiz Ziyeeck, Timo Werner, Ben Chilwell, Kai Haverty and Edward Mendy (Johnson, 2021). He started well and guided the team to 4th position in the premier league and the FA Cup Final where they lost to Arsenal (Benson, 2021). Lampard started the succeeding season well; winning and topping the table in the early part of December, he then began to draw drop after a run of two wins in eight premier league matches and an astronomical drop from first to nine in the table; a condition that the club saw as gloomy and abysmal (Johnson, 2021). This necessitated his sack on 25th January, 2021 and a German coach by the name – Thomas Tuchel was announced as his replacement (Kelly, 2021).

The declivity in Lampard performance as a manager of Chelsea Football Club is a function of lack of initiative in his style and managing organization since football club require a lot of inventiveness; this can be seen in the form of creativity, enterprise, and ingenuity (James, 2021). Johnson (2021) stressed that experience is experience but there is a greater distinction between the experience a player, a worker and a subordinate has acquired and the experience which a manager has acquired. He stressed further that the experience of a player, a worker or a subordinate is that experience acquired from the nature of their work and can only help them in that same type of job and so also is that of a manager. Davidson (2021) stressed that quality of training, interest for the training upholds initiative and performance. He went further to state that possession of the knowledge of a thing and the application of the knowledge to maximize the best of thing are two distinct phenomenon. This validated the stand of Mr. Audu – a football pundit and commentator in the Nigeria Super Sport newspaper who narrated and attributed the fall of Lampard to his deficient initiative. He enthused in an interview session on 10th May, 2021 that:

Lampard was given all he needed to acquire caliber of players of his choice that would help the football club progress but what we saw was much more to that. Lampard was deficient in the use of initiative with regard to managing football; he attained coaching training for just a year and wrongfully thought that his wealth of experience in the field as a player is like that of a manager. The worse of it all was that he did not give much worth to training, his interest was more on acquiring the license to enable him coach. And as an aspiring manager, he only coached just a small team for a season; and this is inadequate to equip him to manage large football club.

Corroborating the above notion, Lampard in an interview session with Evening Standard in 2019 explicitly and unequivocally define his motivation and his thought:

My A license will be finished in the spring, in the next few months or so. That gives me the opportunity to work. The pro – license will start in the summer.



That is what you need to manage in the Champions League and it will take a year – Frank Lampard.

The above exposition of Lampard in the interview shows that his interest and motivation was more on securing the license to be allowed to coach instead of the passion to learn what he ought to have learned to help him succeed in the coaching profession. The interview also shows that the coaching training of Lampard was just for a period of a year which is grossly inadequate for a bigger football club. Another factor that unambiguously portrays the deficiency in initiative of Lampard with regard to his managing style was his inability to exploit the players and get the best from them just like the scientific management school pioneered by *Fredrick Winslow Taylor* ascribed – select the best worker and give him the best training using the science of work (Sati, 2021). This particular facet was missing when he was managing the Chelsea Football Club. Benson (2021) enthused:

Lampard did not study the players adequately, he did not assess their respective strength and weaknesses and sees how such strength and weaknesses can be converted to an opportunity so as to achieve standard and as well accomplish the goal of the organization he was managing.

He went further to stressed that when a weak sport or missing aspect of a worker is identified; it is as simple as discovering the solution to that deficiency. Communication skills and the act of exploiting the best of soft skills in relating with co-workers and self – absorption further exacerbate the challenges of Lampard as a coach in Chelsea Football Club (Sati, 2021). The players play without much enthusiasm, energy and effort; result continued to be appalling and this led to his dismissal and the end of his reign as the manager of Chelsea Football Club.

In the case of Thomas Tuchel – a German coach and a former player who has learned coaching on the job and has coached number of clubs UFB Stuttgart, (2000), AC Augsburg II (2009), Mainz (2015), Borussia Dortmund (2015) and Paris Saint German in (2018) has blended both the act of playing the management and as footballer. Tuchel unlike his predecessor began his coaching career in 2000 after he had acquired a degree in Business Management and has been a shadowed coaches in Club's Academy before coaching Bayer Munich U14 in 2000 (Sati, 2021). Learning on the job and guide by his late mentor – Herman Badstuber play enormous role in shaping his coaching career. Tuchel was promoted to assistant coach of the U19 of Bayern Munich in 2004 and his promising skills on the touchline helped the team won the U19 Bundesliga title the following year. In 2006, he returned to Augsburg as the head coach and completing his coaching badges that year. In 2007/2008, he took charge of the club's reserve team before switching to Mainz 05 and won the U19 Bundesliga title in 2008/2009 season; and was named as Mainz first team coach on 3rd August, 2009 after his predecessor and that was the springboard of his career as a coach.

According to Devito (2020) in the *fansided Newscaster of Chelsea*, Tuchel is loaded with both experiences as a player and as a coach. He enthused:



It is not totally shocking, not really yet, it is still surprising that Tuchel almost immediately ascertained who in his squad fit his system and would make it work and who wouldn't. It's unusual for a manager to enter into a side and make changes. But to do so as effectively and seamlessly is a horse of quite another color – amazingly seeing Chelsea rolling to a 17 game unbeaten streak.

Table 1: Comparative Analysis of the Approaches of Lampard and Tuchel

| Area of compassion | Lampard | Tuchel |
|------------------------------------|---------------------|---|
| Formal Training | Football Academy | Both football Academy and also read Business Management |
| Coaching training | Trained for license | Learning on the job |
| Duration of training | One year | Five years |
| Experience as a manager | One year | Five clubs |
| Experience as a players | A lot of years | Few years |
| Communication with players | Feeble | Rich |
| Art of initiative | Insubstantial | Robust |
| Results | Average | Remarkable |
| Acquisition of players | Was issued huge sum | Was not |
| Inter-relation with players | Weak | Cordial |
| Self-absorption | High | Low |
| Pattern | 4-3-3 | 4-3-2-1 |
| Exploiting the best from players | Moderate | Robust |
| Relationship with managerial Board | Cordial | Cordial |
| Reign | Sacked | Rewarded |
| Motivation of players | Weak | Rich |
| Enterprising in management | Poor | High |
| Creativity in management | Moderate | High |
| Understanding players needs | Moderate | High |

Source: Curled from Sport Newspapers, Live presentation of pundits and football magazines, 2021.

Tuchel used the same squad that was not yielding result to Lampard in the same season, the same club and won champion league. He equally transformed the club by bringing them back to the first four and the final of FA Cup which they later lost to Arsenal Football Club. Tuchel uses initiative, changed formation to 3 – 4 – 2 -1 and uses humanistic and good communication approach to integrate and maintain the squad thereby getting the best from the players that were previously branded as weak, average and unproductive. The table below is some notable differences observed in the managerial skills of the two coaches.

3. Methodology



The study employed survey design with much accentuation to cross sectional subsumption. The survey research design involves gathering of data from representative sample to meet the research objectives. It is relatively quick, inexpensive, efficient, accurate and flexible (Cavan, Dalahaye & Sekaran, 2001). Primary data were sourced from respondents who were managers of 30 football clubs in Nigeria and have enough knowledge on the subject matter. Data collected concerning independent variables exploited element such as – initiative, human relation and communication. Questionnaire was the instrument used for data collection. The questionnaire consists of closed ended questions. Close ended questions enable the respondents to pick an option only. Section A is bio-data of the respondents which include gender, age, marital status, qualification and years of working experience as manager of football club. The population size is 30 football managers in Nigeria, and Krejcie and Morgan (1970) was used to determine the sample size. 30 population size (N) fit well with 25 to 28 sample size (n) (Krejcie & Morgan, 1970). The questionnaire used is considered to be valid and reliable. Validity is how legitimate is the instrument used for collection relevant to the work. Reliability on the other hand, is how consistent is the measuring Instrument (Cavan et al, 2011). The study subjected the instrument to content validity by expert in the discipline of management and sport science (Physical and health education). In order to measure the reliability of the instrument, cronbach’s Alpha reliability statistical test is utilized to measure internal consistency of the variable. The value of Cronbach’s Alpha result was 0.91 for the entire three elements in the variable; this shows that there is internal consistency of items and their use is justifiable in the scale (Pallant, 2001 and Hair, Black, Babin & Anderson, 2014). Thirty (30) copies of questionnaires were self-administered to the respondents and 25 copies was retrieved. The data collected were coded ranging from 1 to 6 options. The coding of data is the transformation of primary data to secondary form using both nominal and interval scale. Multiple regression model is used in which the data of dependent variable is productivity and that of independent variables are – initiative, human approach and communication.

These proxies were chosen because they were the major elements that were used in previous studies to assess managerial skills. The model below adapts the framework of Arara et al (2016) in order to test cause and effect relationship between explanatory variables and response variables.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e_1 \dots\dots\dots 1$$

Where Y = productivity (H increase with good managerial skills), X₁ = Initiative (H differentiate a performing manager from non performing), X₂ = Human approach (How to interact and get the best from people), X₃ = Communication (Soft skills in relating with people)

The data collected on the above spelled variables were imputed and processed using statistical package for social science version 20. The outputs of correlation and regression were analyzed and the formulated hypotheses were tested. To draw the conclusion,



correlation tests the degree of association ($-1 \leq \ell \leq 1$) among the element of the independent variable while regression test the influence of independent variable on the dependent variable. The hypotheses of this study were tested at 10 and 5% level of significance. The study reject H_0 of the results which is 1% (2.000 – 0.005) and accept it if it is 5% and above (0.005 – 0.050). This study accepts the null hypothesis base on the results obtained from the field.

4. Results

Table 2 presents summarized information on the operationalized element of managerial style – initiative, human relation and communication on productivity of the two managers assessed in the study.

Table 2: Summary of Regression Results

| Model | Coefficient B | Standard Error | T | Significance level |
|-------------------------|------------------|----------------|---------|-----------------------|
| Constant (a) | -7.519 | 1.312 | - 5.731 | 0.000 |
| Initiative | 1.422** | 0.304 | 4.673 | 0.004 |
| Human relations | 0.806** | 0.252 | 3.194 | 0.004 |
| Communication | 1.491*** | 0.318 | 4.689 | 0.004 |
| R | 0.873 | | | |
| R ² | 0.762 | | | |
| Adjusted R ² | 0.728 | | | |
| F statistics | 22.367** | | | |
| Significance A.F | - | - | - | 0.000 |
| Durbin Watson | 1.936 | | | |

Note: Dependent variable is Productivity; Significant level: 1% (**), 5% (***)

Source: Author computation using SPSS, 2020

The multiple linear regressions explain the relationship between the elements of the independent variable on the dependent variable (productivity). Table 2 shows outcome of regression results between initiate and productivity with constant β value of – 7.519 and standard error of 1.312. Inventiveness has positive coefficient β value of 1.422, standard error of 0.0304, + -value of 4.673 and significant level of 0.000 (1%). Therefore, initiative has positive effect on productivity in the organization of study. Also, human relation has positive coefficient β value of 0.806, standard error of 0.252, + value of 3.194 and significant level of 0.004 (1%). Hence, human relation has a positive effect on productivity in the organization of study. Again, communication has positive coefficient β value of 1.491, standard error of 0.318, + - value of 4.689 and significant level of 0.000 (1%). This shows that communication has significant positive effect on productivity. With the result above, we accept H_1 and reject H_0 and conclude that lack of initiative, poor human relation and communication skills affect the performance of the former coach unlike the later.



In diagnose test of the model, the value of R, R^2 and adjusted R^2 are 0.893, 0.762 and 0.728 respectively. The R value is the coefficient of correlation that explains the relationship between the independent and dependent variable which is a strong positive relationship. In addition, the R^2 value shows that 762 percent of the variation in the dependent variable is explained by the independent variables of the model. On the other hand, the adjusted R^2 statistic corrects the R^2 value to provide a better estimate of the true population if you have a small sample you may wish to consider reporting adjusted R^2 that is better than normal R^2 value (Pallant, 2001). The F statistic value (P – Alpha) is 22.307 with significant level of 0.000 (1%). There are statistically significant contributions as indicated by F change value of 0.000. This reveals that the model is fit for this study going by F statistic rule of fitness. This is because the model is only fit for study if the significance of F – statistics value is less than 0.205 ($P < 0.005$) contributing to the prediction of the dependent variable (Pallant, 2001). The Durbin Watson (DW) value is 1.936 which is an evidence of little positive serial correlation (autocorrelation). Normally, the value of DW statistics lives between 0.0 and 4.0. A value of DW exactly 2.0 suggests perfect serial correlation (2.000 autocorrelation) but a value close to 2.0 (i.e. from 1.5 to 1.9 and from 2.1 to 2.5) suggests little positive and negative serial correlation (autocorrelation).

Also, a value between 0.0 and 1.5 suggest strong positive autocorrelation. However, a value between 2.5 and 4.0 suggest strong negative autocorrelation in the time series data. As a rule of Thumb little positive or negative autocorrelation is suggested because it is too difficult to get DW value of exactly 2.0 in social science research (Energy Centre, 2014, and Pedroso, Silva – Mann, Camargo & Russo, 2014).

Table 3: Summary of the hypothesis Testing

| HI | Results of hypothesis Test | Decisions |
|----------|---|-----------|
| H_{11} | Initiative has significant positive effect on productivity | Accept |
| H_{12} | Human relations has significant positive effect on productivity | Accept |
| H_{13} | Communication has significant effect on productivity | Accept |

Source: SPSS Multiple Regression Output, 2020

The summary results of the hypothesis testing are presented in Table 3, the results obtained in the study were in harmony with some of the findings of previous studies. The summary results of multiple linear regressions in Table 2 shows the effect of the explanatory variables on the response variables. Initiative has significant positive effect on productivity of a manager in an organization and most especially a football club. Hypothesis one (1) is accepted. This implies that when a football club has a manager with initiative, there will be significant improvement in its productivity and vice versa. This result is similar with the findings of Arara et al (2016) that shows significant relationship between leadership and productivity in a work place.



Also, human relation has significant positive effect on productivity of the organization under study. This validates our acceptance of hypothesis two (2). The result shows that good human relation not only in a football setting has enormous impact on the accomplishment of goals. The result is similar with the findings of Kalshoven et al (2016) that indicate the positive relationship between organizational behaviour and productivity. The implication of the result is that when the value of human relation is embedded in an organization, there will be motivation and this would lead to productivity. Again, communication has positive effect on productivity and hypothesis three was also accepted. This means an increase in good communication skills, increases productivity. This was one of the weaknesses of the former manager that the latter exploited to accomplish his set goals. This result is similar with the findings of Agbim and Oriarewo (2003) that shows the worth of communication on success of an organization. From the analysis and discussion, the results of this study were new and theoretically contribute to the existing literature of social science research. This is because managerial Skills – initiative, human relation and communication have significant and positive effect on the productivity of an organization most especially a football club.

5. Conclusion and Recommendations

Human behaviour has enormous impact on productivity of an organization. The key that can help to foster good human behaviour in an organization largely depend on the skills of the manager. It is neither an understatement nor an overstatement to declare that, the success or failure of an organization requires the know-how of the manager; it is in line with this notion that any organization that fails to realize its objective easily apportion the blame on the manager. The manager has to understand people, their emotion, physical and intellectual needs. This can only be feasible when managerial skills – initiative, human relation, communication and many others were adequately utilized. In this study, we made a comparative analysis of the managerial skills of Frank Lampard and Thomas Tuchel who coached and managed Chelsea Football Club with the same players, the same crew and at the same season but have different results. The former was given money to shop the squad of his choice while the latter was brought to rescue and manage what was at hand. There were two different results and our study connects it to managerial skills with much accentuation to initiative, human relation and communication skills.

From result obtained, the study recommends that Organizations – formal or informal, profit or non-profit based, conventional or unconventional, bureaucratic or non – bureaucratic organizations should come up with policies and programmes that will uphold and help to strengthen managerial skills. This is because managerial abilities are sacrosanct to the behavior of employees and this go a long way to influence productivity. Organization like football club should embed ground that would help to blend learning aspect on the job and training. There should be juxtaposition between training and development. This will go a long way to concretize a good relationship between theory and practice and this will go a long way to produce good or positive results. The place and value of experience in an organization like football should be advocated and espoused. And a clear distinction should



be created between experience acquired as a player and the experience acquired from coaching a team – these are two distinct phenomenon. Football clubs and all other organization should educate, train and instruct their managers on the values of exploiting initiative, human relation and communication. This will go a long way to boost performance, productivity and stability in the organization.

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