

## ANGLAIS

### *I. Version*

*Traduire en français le texte ci-dessous.*

#### **Arsène Wenger, the educational perfectionist who wants to make his players the Platonic ideal of themselves**

Naivety is usually considered a disastrous quality in a leader. Impatient ruthlessness, the feint to the media, the knowing wink: Machiavellianism dominates conventional wisdom about how winners operate. Too much so. Naivety is underrated, especially as an influence over long-term success.

“Make this the greatest football club in the world within 100 years” – that was the message given to Arsène Wenger by the chairman of the Japanese club Nagoya Grampus Eight when the Frenchman became its manager in 1995. “That negates the pressure of immediacy in a fabulous way,” Wenger reflected recently in a fascinating interview in *L'Équipe*.

Arsenal fans may wonder if the 100-year coaching term lodged permanently in Wenger's mind. He has now been manager of Arsenal for more than 7,000 days, longer than all current Premier League managers put together. The League titles have dried up, yet the body of achievement grows.

Wenger's naivety can hurt him and Arsenal. His lack of tactical savvy costs games, especially when he refuses to substitute underperforming players. Concerns about their long-term self-esteem blind him to the danger on the left flank right now. Wenger is not ruthless. Players seem not to fear his vengeance. He appears coolly rational but suffers from a surfeit of forgiveness, lacking Graham Greene's “chip of ice” in his heart.

This makes him frustrating. But Wenger's naivety also drives his long-term success. His players do not burn out from psychological duress. Real teachers are always optimists and Wenger's central interest, improving his players, does not pall or weary.

He is often described as a “developmental manager”, as though that quality leads him to be a limited and indulgent tactician. We might reverse the causality: being a tolerant, light-touch tactician sustains his gift as a long-term educator. To expect more of people and risk being let down can be an effective style of long-range leadership.

Adapted from *The New Statesman*, November 26, 2015

### *II. Expression écrite*

*Répondre en anglais à la question suivante en 200 mots.*

Is leadership about education?

