

# ROYAL SPANISH FOOTBALL FEDERATION (THE KISS)





**Luis Manuel Rubiales Bejar**

Former President of the Royal Spanish Football Federation (RFEF) and one of UEFA's vice presidents

**Jennifer Hermoso Fuentes**

Professional footballer for Spain women's national team

# Overview



- Rubiales Inappropriate Gestures



- Hermoso's Discomfort



# Timeline of Events



# PUBLIC OUTRAGE



San Diego Wave shows support for Jenni Hermoso. Nathan May/Zimbardo/USA Today Sports/Outlines





Spanish Prime Minister Pedro Sánchez (L) welcomes Royal Spanish Football Federation President Luis Rubiales at the Moncloa Presidential Palace in Madrid on August 22. Burak Akbulut/Anadolu Agency/Getty Images

**(CNN)** — Spanish Prime Minister Pedro Sánchez said the apologies offered by Luis Rubiales, President of the Royal Spanish Football Federation (RFEF), for giving Spain midfielder Jennifer Hermoso an unwanted kiss on the lips are “not enough.”



President of Spain's soccer federation, Luis Rubiales, top right, stands with Spain's Women's World Cup soccer team after their World Cup victory. - Manu Fernandez/Copyright 2023 The AP. All rights reserved

The released text said: “(The kiss) was a totally spontaneous mutual gesture due to the immense joy of winning a World Cup. The president and I have a great relationship, his behaviour towards all of us has been outstanding and it was a natural gesture of affection and gratitude”.



# The official announcement from Jennifer Hermoso



Jenn1 Hermoso   
@Jennihermoso

Official Announcement. August 25th, 2023.

After achieving one of the most important objectives of my sports career and after a few days of reflection, I want to sincerely thank my teammates, fans, followers, media, and everyone who has made this dream come true; your work and unconditional support were a fundamental part of winning the World Cup.

Sadly, the ability to celebrate that has been cut short. While it is true that I do not want to interfere with the multiple ongoing legal processes, I feel obliged to report that Mr. Luis Rubiales' words explaining **the unfortunate incident** are categorically false and part of the manipulative culture that he himself has generated.

I want to make it clear that at no time did the conversation to which Mr. Luis Rubiales refers to in his address take place, and, above all, was his kiss ever consensual. I want to reiterate as I did before that I did not like this incident.

Despite my decision, I must state that I have been under continuous pressure to make a statement that could justify Mr. Luis Rubiales' actions. Not only that, but in different ways and through different people, the RFEF has pressured my surroundings (family, friends, teammates, etc.) to give a testimony that had little or nothing to do with my feelings.

It is not up to me to evaluate communication and integrity practices, but I am sure that as the **World Champion**, we as a team do not deserve such a manipulative, hostile, and controlling culture. These types of incidents add to a long list of situations that the players have been denouncing in recent years. This incident, one in which I have been involved, is the final straw and what everyone has been able to witness on live television during the celebration also comes with attitudes like the one we saw this morning and have been part of our team's daily life for years.

For all these reasons, I want to reinforce the position I took from the beginning, considering that I do not have to support the person who has committed this action against my will, without respect for me, at a historic moment for me and for women's sports in this country. Under no circumstances can it be my responsibility to bear the consequences of conveying something I do not believe in, which is why I have refused the pressures received.

The situation shocked me given the celebrations that were taking place at the moment and with the passage of time and after delving a little deeper into those initial feelings, I feel the need to report this incident because I believe that no person, in any work, sport, or social setting should be a victim of these types of non-consensual behaviors. **I felt vulnerable and a victim of an impulse-driven, sexist**, out of place act without any consent on my part.

**Simply put, I was not respected.**

I was asked to make a joint statement to alleviate the pressure on the president, but at that moment all I had in mind was to enjoy the historic milestone achieved with my teammates. For this reason, I always conveyed to the RFEF and its various interlocutors as well as to media and people I trust, that I would not make any individual or joint statements on this matter, as I understood that doing so would take even more prominence away from such a special moment for my teammates and me.

**I have ZERO TOLERANCE for these behaviors.**

I want to conclude by making it very clear that while it is I who is expressing these words, it is all the players from Spain and around the world who have given me the strength to come out with this statement. In the face of such a display of disrespect and inability to recognize one's own mistakes and take responsibility, I state here and now to everyone of my decision not to play for the National Team again while the current leadership remains.

Thank you all for the messages of support and encouraging words received. I know I am not alone, and thanks to all of you, we will push forward more united than ever. I leave the matter in the hands of **TMJ and FUTPRO**, and the people I trust. They will continue working on the next necessary steps.

#SeAcabo  
Jenni Hermoso

3:24 pm · 25 Aug 2023 · 10.9M Views

28.7K Reposts 2,951 Quotes 128.4K Likes 1,543 Bookmarks

**SOCCER SUSPENSION**

# FIFA Suspends Spain's Soccer Federation President Over Controversial World Cup Kiss

Luis Rubiales is suspended for 90 days after kissing forward Jenni Hermoso at the World Cup medal ceremony

BY ALTHEA LEGASPI

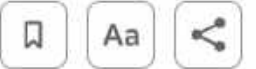
AUGUST 26, 2023



# Luis Rubiales: What investigations could the Spanish soccer chief face?

By Emma Pinedo

August 28, 2023 1:31 PM EDT · Updated 7 months ago



[1/2] Soccer Football - FIFA World Cup Qatar 2022 - Group E - Japan v Spain - Khalifa International Stadium, Doha, Qatar - December 1, 2022 President of the Royal Spanish Football Federation Luis Rubiales in the stands before the match REUTERS/Kim Hong-Ji/File Photo [Purchase Licensing Rights](#)







By Canadian Press

## Spanish soccer federation fires women's national team coach Jorge Vilda amid Rubiales controversy

Sep 5, 2023 | 9:02 AM

## Spanish prosecutors accuse Rubiales of sexual assault and coercion for kissing a player at World Cup



FILE - Spain's Jennifer Hermoso reacts after missing a scoring chance during the Women's World Cup Group C soccer match between Japan and Spain in Wellington, New Zealand, Monday, July 31, 2023. Spanish state prosecutors say soccer player Jenni Hermoso has accused Luis Rubiales of sexual assault for kissing her on the lips without her consent after the Women's World Cup final. (AP Photo/John Cowpland, File) Copyright 2023 The Associated Press. All rights reserved

By Joseph Wilson, The Associated Press

Posted September 8, 2023 10:27 am.

# Heat Map



# Analysis of Response

- ◆ ACE - Acceptance, Commitment, and Emotions
- ◆ Organisational Values (RFEF)-
  - Transparency
  - Respect
  - Integrity
  - Excellence
- ◆ Lexicon of Trust Busters





## Conclusion and Suggestions

- ◆ The RFEF's response lacked acceptance, commitment, and genuine emotion (ACE).
- ◆ Timing and effectiveness.
- ◆ Lacks transparency, accountability, and alignment with organizational values are crucial in crisis management.
- ◆ This showed a lack of tactical plan ready for a case like sexual harassment in their risk tactical planning.



# Our Risk Tactical Plan in Preparation Stage (Suggestion)

| Risk Category                              | Goals                                                                                     | Responsibility                                 | Plan Tactics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------|-------------------------------------------------------------------------------------------|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sexual harassment by a person in authority | Preserve and enhance the company's public image; Rebuild trust with stakeholders          | Public Relations Department, Senior Management | <ul style="list-style-type: none"><li>- Issue prompt and transparent statements acknowledging the situation and outlining steps being taken to address it.</li><li>- Engage with the media and other stakeholders to provide accurate information and demonstrate a commitment to accountability.</li><li>- Highlight ongoing efforts to prevent future incidents and promote a positive workplace culture.</li><li>- Monitor public perception and adjust communication strategies as needed to rebuild trust and credibility.</li></ul> |
|                                            | Increase transparency and accountability in handling complaints                           | HR Department                                  | <ul style="list-style-type: none"><li>- Review and update the company's harassment policies regularly to ensure clarity and effectiveness.</li><li>- Provide regular training sessions for all employees on recognizing and reporting harassment.</li><li>- Implement anonymous reporting mechanisms to encourage reporting without fear of retaliation.</li></ul>                                                                                                                                                                        |
|                                            | Ensure a safe and respectful work environment; Address the issue promptly and effectively | HR Department                                  | <ul style="list-style-type: none"><li>- Investigate all reported incidents thoroughly and impartially.</li><li>- Take appropriate disciplinary action against perpetrators, including termination if necessary.</li><li>- Provide support and protection to the victim throughout the process.</li></ul>                                                                                                                                                                                                                                  |



# Discussion

- ◆ Was the RFEF's response to the Rubiales-Hermoso incident a reflection of systemic issues within sports organizations regarding gender equality and consent? How can sports organizations better prepare to handle similar incidents ethically and effectively in the future?
- ◆ Considering the global reaction to the incident and its aftermath, what does this case teach us about the role of public opinion and media in shaping the responses of individuals and organizations in crisis situations? How should this influence crisis management strategies?