

Module 1. Tactical Insight: What is Important?



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☰ **References**

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In the book *Herr Pep*, Martí Perarnau (2014) had access to Josep Guardiola's first season as manager of Bayern Munich (2013-2014) to narrate the creative process of a top-level team. This book not only offers a precise and refined look at a locker room and its evolution, but also gives the reader the opportunity to understand how a football coach thinks, how they organize themselves, and how they seek to make the team their own while respecting its essence. It is, ultimately, an opportunity for the journalist reading it to construct in their imagination all the key elements they will later use when watching a football match. Because what one sees is only the surface of what truly happens on the pitch.

The goal of this module is to offer different reflections on tactics, systems, and playing structures. We will explore how to analyze, from another perspective, functional play versus positional play, the importance of perspective, and the key players when discussing the game and its protagonists. We aim to cover various topics of interest that lead to reflection so that each person can ask pertinent questions and find different answers in each case. There are no absolute truths,

and throughout the text, nothing is meant to be taken for granted. The aim is to open questions so that together we can work towards answering them.

These two introductory paragraphs serve to begin delving into tactical insight. Fluminense coach Fernando Dínez said in a 2023 press conference: "The game is much more than the tactical part. What determines it most of the time, like any human activity, is the relational aspect" (*Tiempo Argentino*, 2023, <https://bit.ly/467mW63>). Here, we will pause, in this first definition, at a key concept to frame this initial part: the relationship between players, who are human beings, and as such, their relationship can never be reduced solely to a tactical point. Tactics, therefore, are created by the players as they interact, meet, and understand each other. Approaching it as something static is already a starting mistake.

Continuing with this point, Dínez said something structural in an interview that will help us define what tactics are and their relationship to the player. "My job is to establish good human relationships. To make the players feel good. Football is an art, like painting or making music, and the most talented ones tend to be those who spent the least time in school, those who had less access," the Brazilian coach said in 2023 (*Tiempo Argentino*, 2023, <https://bit.ly/467mW63>). Dínez makes a distinction between academicism and something more raw, a talent represented in his

team by a figure like Ganso, one of the most talented footballers in the world, who, for one reason or another, never fit in Europe.

Ganso found no stability, neither at Sevilla nor Amiens. After dazzling at Santos alongside Neymar, Ganso arrived in Europe with the label of one of Brazil's greatest talents. Suddenly, in Europe, the Brazilian footballer was labeled an “unadapted” talent, a player incapable of proving his worth in Europe. Was he not tactically prepared? Or is European football born from a different perspective, eliminating valuable traits in other cultures? The game is mostly read from a European perspective, which is why many countries hire European coaches to import a way of thinking. Where does the local identity fit? The relevant point here is not so much tactics, understood as all actions aimed at counteracting the opponent in attack and defense, but something deeper and more human: relationships. Does the journalist approaching the game take this into account?

Often, we tend to talk about the game in a very limited way, reducing everything to predetermined actions that we call “chalkboard moves” or “the team’s tactics.” Human beings need to understand what they observe, and in an infinite sport that contains so many edges and questions that have already been asked, the tendency is to create narratives that are recognizable to the consumer. The communicator who wants to talk about tactics will have to take into account many factors beyond what tactics entail, and for that, the sociocultural context of each country is relevant to understand the ongoing

evolutions. Because they don't come out of nowhere. There are always clues.

Where do we think the game from? This is a structural question that will help us reflect on our position when analyzing football. Europe is the cradle of football, a sport born in a specific cultural and intellectual moment, and as such, it ends up adopting certain forms from the start that will define its early steps. Some of the first clubs that saw the light, such as Sheffield FC, Royal Engineers, Cambridge University, or Forest FC, began to set the laws of this sport and shape the mental framework on which to build what would follow in the coming years. Football was born in a specific time and place, drawing much from the cultural soil around it.

The legendary Bobby Charlton, one of the most important footballers in the history of the United Kingdom, wrote the following in 2006: "We must also recognize that the rules not only allow football to be played: they embody the spirit and heritage of our game" (*Rules of Association Football*, 2006, p. 41). Charlton hits the key point we will return to later. The spirit and heritage have crossed borders, in an act of cultural appropriation that comes back to us as we try to explain the game through an analysis indirectly biased by our cultural condition.

In Europe, we think about the game from a positional perspective. That is, the rationalization of spaces, positioning according to these

spaces, and the pursuit of reducing uncertainty for the player. Since the rise of Pep Guardiola's FC Barcelona (2008-2012) as well as the Spanish national football team during the same period, with their two European Championships (2008, 2012) and a World Cup (2010), the prevailing football landscape was redrawn. Their indisputable dominance and the success that followed forced the game to be viewed from a different perspective. Goalkeepers started playing the ball out more frequently, center-backs were expected to handle the ball as a rule, and later, cerebral full-backs also became midfielders. All this happened while attackers mostly sought a more holistic and less specific style of play.

This shift, driven by Guardiola's winning path not only at Barcelona but also at Bayern (2013-2016) and Manchester City (2016-), confirmed a concrete way of thinking about football. From that moment, and up to the present, football has evolved and grown in the same direction, though within this path, other avenues emerge, but most stem from the same core. The obsession with controlling space through specific positioning, designed to gain positional advantages that provide players with security, is what leads us to read matches from this perspective. What happens if the narrative changes? If the lens from which we analyze loses relevance, where do we analyze from?

Here, I return to the importance of what was mentioned in the first paragraph: context. Without knowing what each coach intends, any analysis of what happened will be fireworks and entirely conditioned

by the analyst's mindset. Pablo Laso, former coach of Real Madrid basketball during one of its most successful periods, said something in a YouTube interview with *Relevo* that ties in with what Dínez said, which is above tactics: "Players look for someone in the coach who understands them" (*Relevo*, 2023, <https://bit.ly/3PHVnLj>). That understanding, empathy, and comprehension are values that ultimately shape a specific tactical culture, because that's where everything else stems from.

Functional Play vs. Positional Play: Different Views

The game was born in Europe during a time when the dominant narrative (late 19th and early 20th centuries) at the philosophical level was rationalism. Science, with major advancements, dominated the discourse in those years, and football, as a product of a specific time and place, absorbed this way of understanding a particular moment. In fact, Dutch football, which illuminated Europe in the 1970s, was heavily influenced by English coaches who arrived in the country in the early 20th century, like Jack Reynolds, who coached Ajax twice and laid the foundations for everything that followed. Reynolds was one of the great proponents of short-passing play and defined spaces, a rationalism that drew from his place of origin and gradually spread to other parts of Europe.

In 2018, Twitter user Jozsef Boszik introduced the concept of *jogo funcional*. Since that first moment, five years ago, the term functional

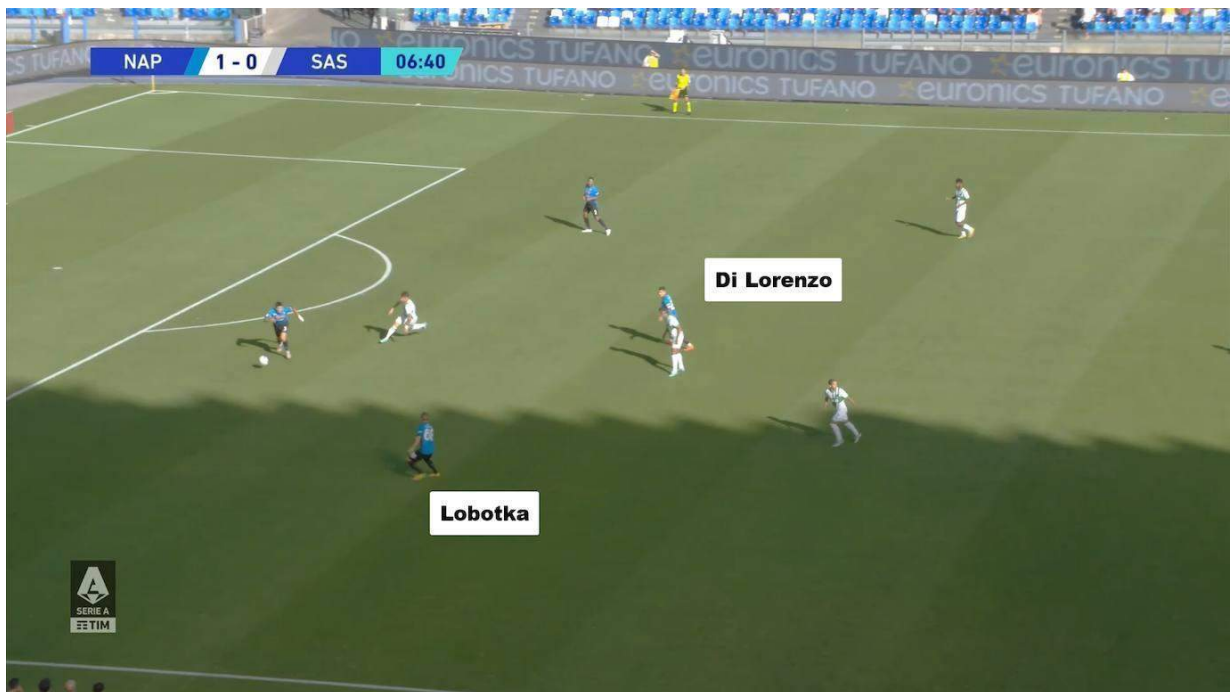
play has gained traction, not only in the Twitter world but also professionally. What does it mean? It proposes a new perspective, a different approach to the game that forces those who approach football from a positional lens to question many things. Instead of taking spaces as a starting point, functionalism takes the ball as the axis. It's the same coin (football, tactics), but with two distinct sides. It's important to note that this concept describes something that already existed, but by giving it a concrete name and sparking debate on social media, it has gained much deeper significance, generating adjacent discussions.

In the 22/23 season, Napoli's coach Luciano Spalletti made an interesting statement in a press conference that helps us delve into this distinction and generate a richer debate: "Tactical systems no longer exist. Spaces are not between lines but between players. The key is to find them." What does the Italian coach suggest with this phrase? Space is no longer a predetermined, static zone, but a living, variable organism that appears. Space stops being something fixed and starts becoming something—a logic that, in a way, clashes with positional principles that designate certain areas of the field, that is, spaces where the ball must arrive. Spalletti proposes a shift in perspective.

The difference between these two approaches lies in moving from understanding space as something secure and predetermined to creating it, inventing it. The player discovers it. Luciano Spalletti's

Napoli is a hybrid team, like most teams, mixing positional principles with functional ones, where the footballer experiments and interacts to discover new spaces.

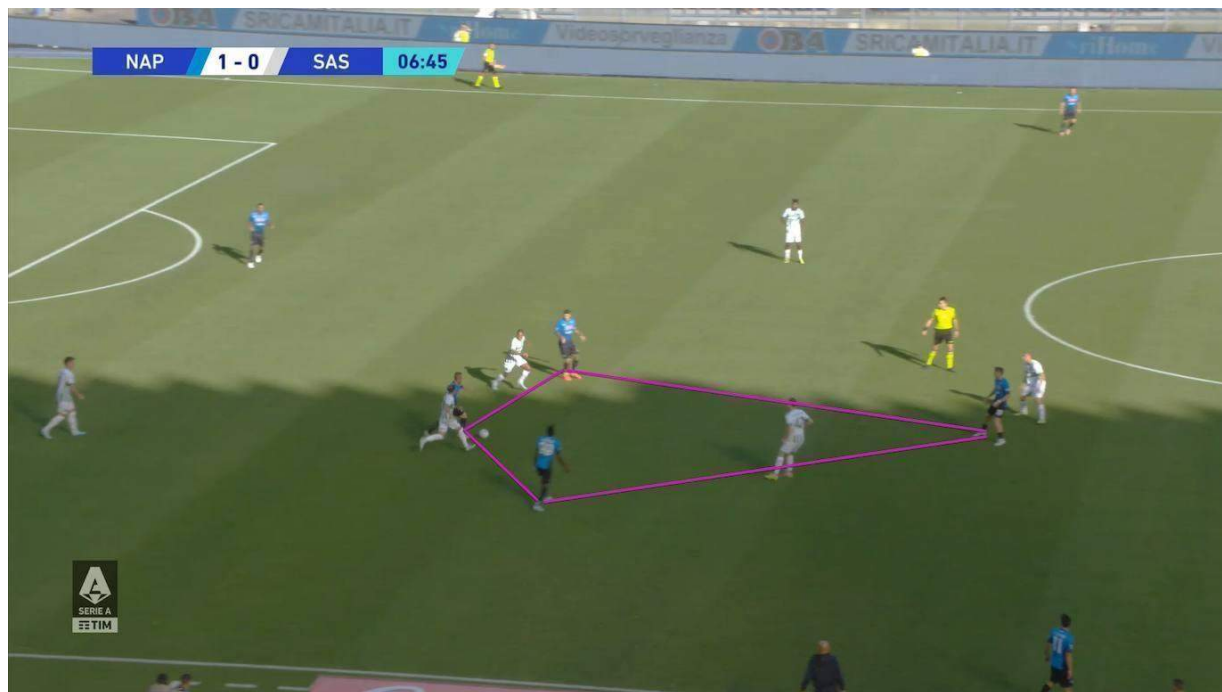
Figure 1: Luciano Spalletti's Napoli.



Source: Blaya, 2023, <https://bit.ly/3sPxIQ0>

In this image, Lobotka (Napoli's central midfielder) positions himself as a full-back, while Di Lorenzo (the full-back) occupies the space vacated by his teammate.

Figure 2: Luciano Spalletti's Napoli.



Source: Blaya, 2023, <https://bit.ly/3sPxIQ0>

The play continues, and it can be seen that Napoli moves closer to the ball, with four players very near it, including the three midfielders.

The most evident example is Dínez's Fluminense, mentioned earlier, a team often seen grouped in very few meters. At this point, we ask ourselves who Dínez is (yes, we already know he's Fluminense's coach), but why does he think this way? What does he seek in his teams?

Dínez is a former footballer who played in Brazil in the late 90s and early 2000s (he retired in 2008) and seeks to exorcise the suffering he endured as a player. On some occasions, he has mentioned that his

conviction comes from the suffering he experienced when he was a footballer, which drives him to seek something different with his Fluminense. Moreover, he is a psychologist. His thesis was titled *The Importance of Leadership in a Football Team*. What makes Díniz's approach so attractive is not just that the human aspect is placed above the tactical board, but that he is capable of unifying the former with the latter, creating a football of relationships where the player's feelings dictate which paths to take.

The *favelas* football is what Díniz aims to evoke, like an old wizard seeking to recover something lost. In this football, risk, understood as a dribble, a one-two, or a run, is not something to avoid and stop, but to encourage all over the pitch. For Díniz, losing the ball is not a tragedy, not as much as it is for many positional-school coaches, as that risk is assumed as trying something different, an action that opens new possibilities.

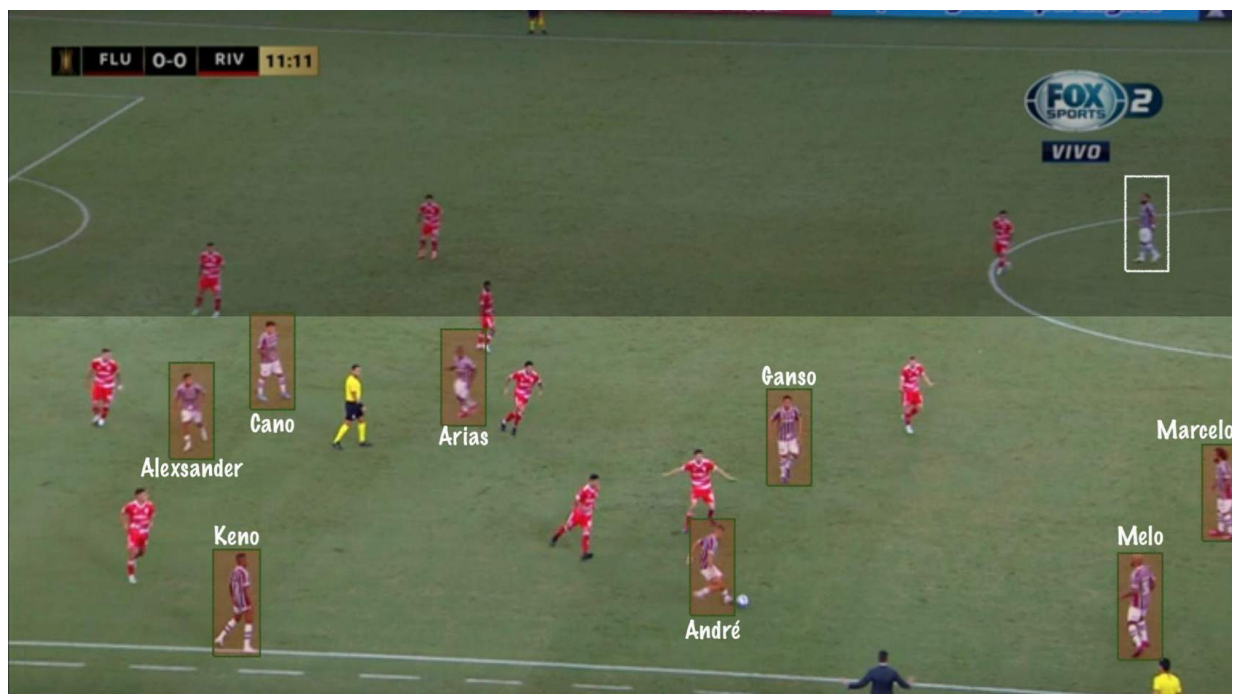
"Human relationships within a football team are far more important than the tactical aspect. People are the heart of the game, not tactics," Díniz wrote in his thesis (<https://www.tiempoar.com.ar/deportes/diniz-fluminense-brasil/>), and we could establish this as one of his core principles. The communicator must detect these relationships, observe what happens when two or three players interact, which sequences are born, and how they evolve and progress. If, instead of focusing on

predetermined spaces, the game leads us to focus on relationships, the analysis becomes more difficult but also richer.

Doesn't the tactic aim for the footballer to always be at the center of the discourse? There can be no game without players, and in that scenario, the key is what the footballer thinks every second, because no two sequences will ever be the same. The game is made up of millions of similar decisions... that are not really the same. No two passes will be identical because the footballer will never think exactly the same way twice, the pitch conditions won't be the same, nor will their teammates interpret it the same way. The player will execute differently, depending on many factors.

Diniz's Fluminense is perhaps the clearest example of this way of working. In many of their matches, it is common to see these sequences, as shown in the previous image, where the team groups in the same sector with many players around the ball, forming a kind of staircase where there will always be a nearby teammate to help, to pass to in case they are under pressure.

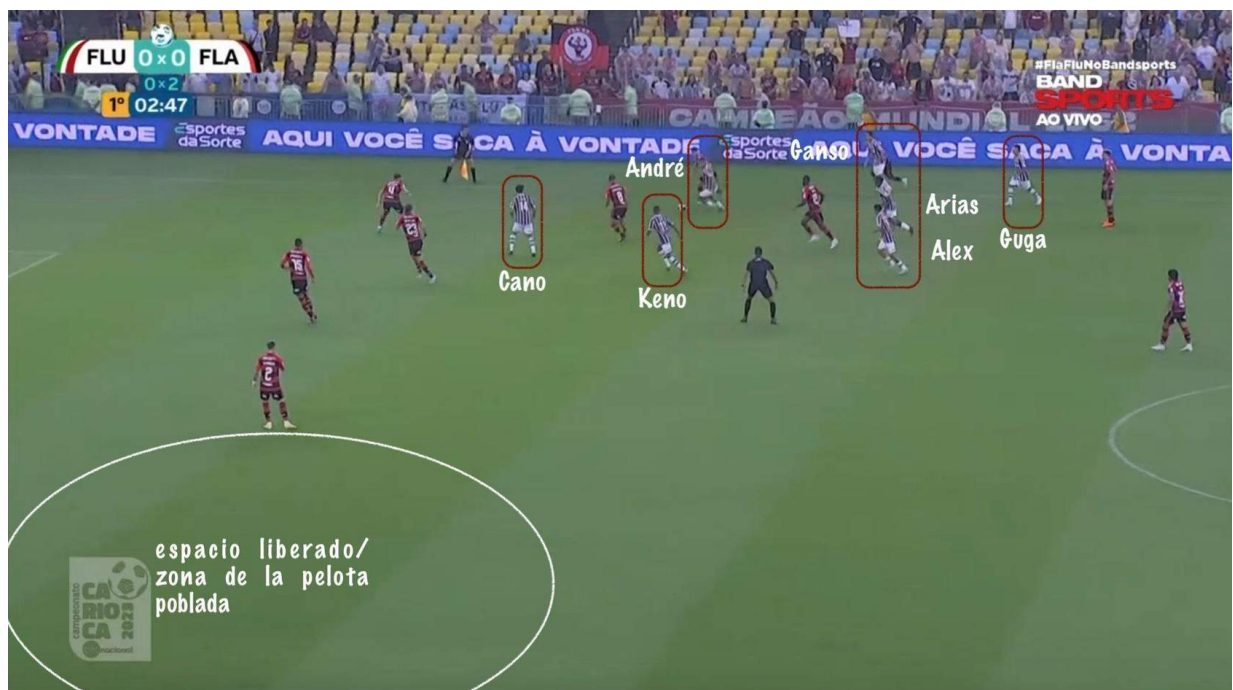
Figure 3: Diniz's Fluminense.



Source: Saldaña, 2023, <https://bit.ly/3LdH0eQ>

In this image, a common behavior of the Brazilian team can be seen, with all the players occupying the same channel, overlapping and stepping into similar areas. Someone unfamiliar with this style of football might take this image and use it as a poor example of positional play. But that would be a mistake! Because Díniz, in his way of understanding the game, prioritizes that his players interact in tight spaces, gather, and progress together.

Figure 4: Common behavior in the Brazilian team.



Source: Saldaña, 2023, <https://bit.ly/3LdH0eQ>

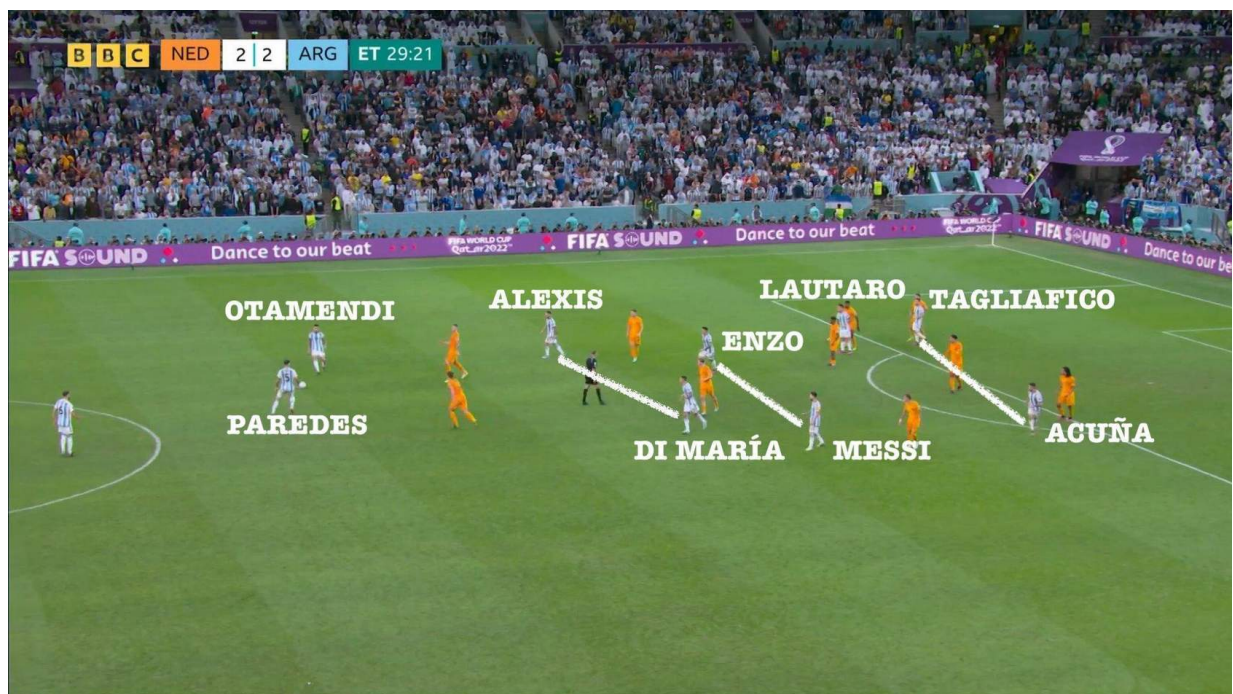
Another image of Díniz's Fluminense, against Flamengo, where most of the players (up to 7) are positioned in the same channel, something that directly contrasts with the principles of positional play. For Díniz's team, this is positive because it allows them to have closer connections. The analysis must adapt depending on the nature of each team.

Reality tends to be far less categorical. Identifying a positional style and a functional one does not mean that teams consciously subscribe to one of the two styles. In fact, it's not entirely the coach's job to be fully aware of this, but rather the task of those who narrate and explain it to others. The coach has many daily concerns, so making these decisions may not even be fully predetermined. That's the

communicator's job: to find converging paths, visualize relationships and intentions, and name them, because we all need a name to make sense of the experience.

An interesting case is the Argentina national team under Scaloni. The reigning world champions achieved success with a style that permeated the narrative: "La nuestra" (Our style). This is the philosophy instilled by César Luis Menotti in the 1970s and, as Scaloni himself mentioned during the Panchina d'Oro ceremony, "the ball is always at the center of everything." Argentina posed a challenge for the analyst. Why? Because understanding how Argentina plays goes beyond knowing the system, the order, or the players' roles. It involves grasping something that transcends the visible and touches on the invisible, although it can still be analyzed. Structures that do not show themselves but appear and disappear ten seconds later.

Figure 5: Argentina National Team



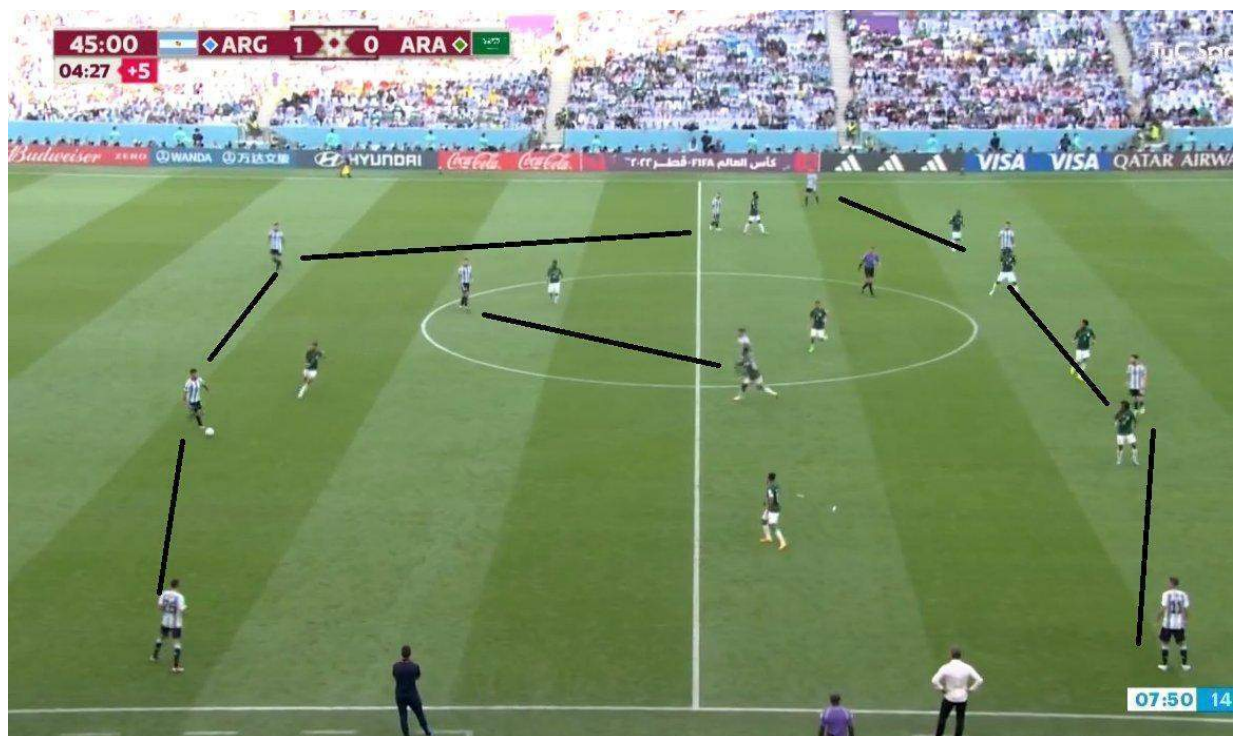
Source: Brian, 2022, <https://bit.ly/3ZbKKmN>

In this snapshot, which is from the quarterfinals between Argentina and the Netherlands, you can see how Scaloni's team is structured at a particular moment: a sort of "ladder" in pairs, with no width but with players close together to initiate a play and embark on an adventure. Paredes ready to pass with Alexis Mac Allister, Di María looking for Messi, Enzo ready to combine with Lautaro.

However, Argentina did not always play the same way throughout the World Cup. They evolved, and the key to their success was their courage to stay true to their essence. The 1-2 loss in the opening match against Saudi Arabia exposed some of Argentina's problems, which stemmed from collective tension caused by the pressure of the occasion. But they corrected it. Brazil, on the other hand, represented

the opposite approach. Tite's team adopted a more positional style, moving away from the essence of *jogo bonito*, instead adopting a more Europeanized structure with much more rigidity. Did they get eliminated because of that? Probably not, as there is never a single reason, since football is a multifactorial sport. However, it was certainly a relevant factor.

Figure 6: Argentina vs. Saudi Arabia



Source: Brian, 2022, <https://bit.ly/3ZbKKmN>

This image serves to illustrate what Scaloni proposed on the first day of the World Cup: a more rigid and positional style of play in which the

players did not interact as much. The result was not only a painful defeat but also the feeling that the team had not performed well. In an opening match, many emotional factors come into play, and it is the analyst's job to take this into account when explaining what happened.

With Argentina's victory in Qatar, a more elastic and flexible style of play was vindicated, completely challenging the major trends that had been announced before the World Cup. Arsène Wenger, who is currently the CEO of FIFA Global Development, explained during the early days at a conference that the World Cup would be won by the team with the best wingers, as most goals were coming from lateral crossing situations. Argentina ultimately triumphed as the team that required the least percentage of crosses (23%) to enter the opponent's area, and the fourth team in the tournament that made the fewest crosses per match (6), according to StatsBomb data.

This is a good example of how an overly statistical approach, reducing tactics to successful patterns, does not reflect the reality of the game, which is much richer and more variable. This is something a communicator should strive to avoid. Argentina demonstrated that going against the tide (practically playing without wingers in a World Cup that favored them) did not diminish their chances; rather, winning generated a new trend. It simply happened, and the best thing about Scaloni's team is that replicating that tactical system is very difficult because what matters is who is executing it.

Why do the "who" matter? This is essential for conducting a good analysis. Analyzing is not just about discussing systems or specific proposals but about who executes them, which is the key to everything. Analysis cannot be static; it cannot simply talk about hypotheses or general rules because football is not a science. It must adapt to the players who play it, understanding that each player is different, and a system will always be nothing more than an initial premise, a representation that will only make sense once the player gives it meaning.

Figure 7: FC Barcelona vs. Real Madrid in the Super Cup of 2023



Source: Wyscout, <https://platform.wyscout.com/app/>

In this image of FC Barcelona's victory against Real Madrid in the 2023 Super Cup, we see Pedri receiving the ball in the famous square (the space between the center-back, full-back, and opposing midfielders), pressured by Kroos. When we talk about how, in a 4-3-3 formation, the interior players should receive the ball in these areas, do we overlook their nature? Do we consider the level and profile of each player? It is not the same for Pedri to receive the ball there as it is for any other player because the Canary Islander has a talent that allows him to transform theory into reality. And this is the most complex aspect of football.

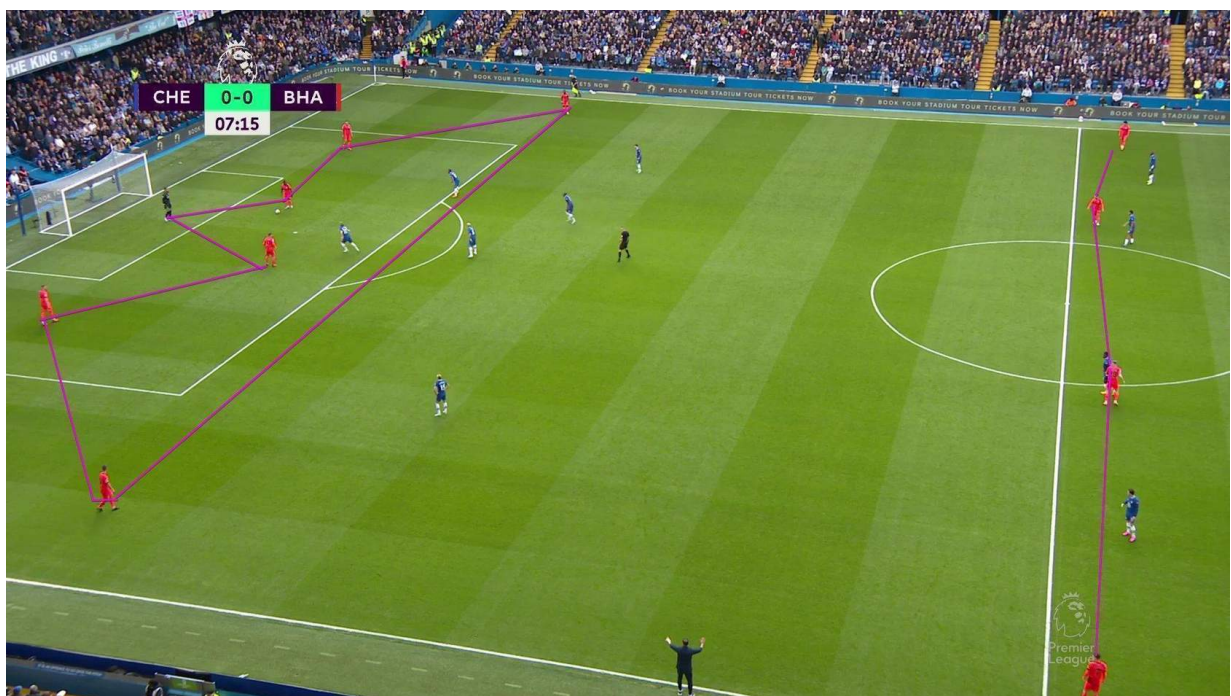
Figure 8: FC Barcelona vs. Real Madrid in the Super Cup of 2023 I



Source: Wyscout, <https://platform.wyscout.com/app/>

Once Pedri has turned, he has managed to attract up to three players, ultimately playing towards the opposite side.

Figure 9: Brighton's setup under Roberto De Zerbi during ball progression.



Source: Sensat, 2023, <https://bit.ly/3Ze27Ua>

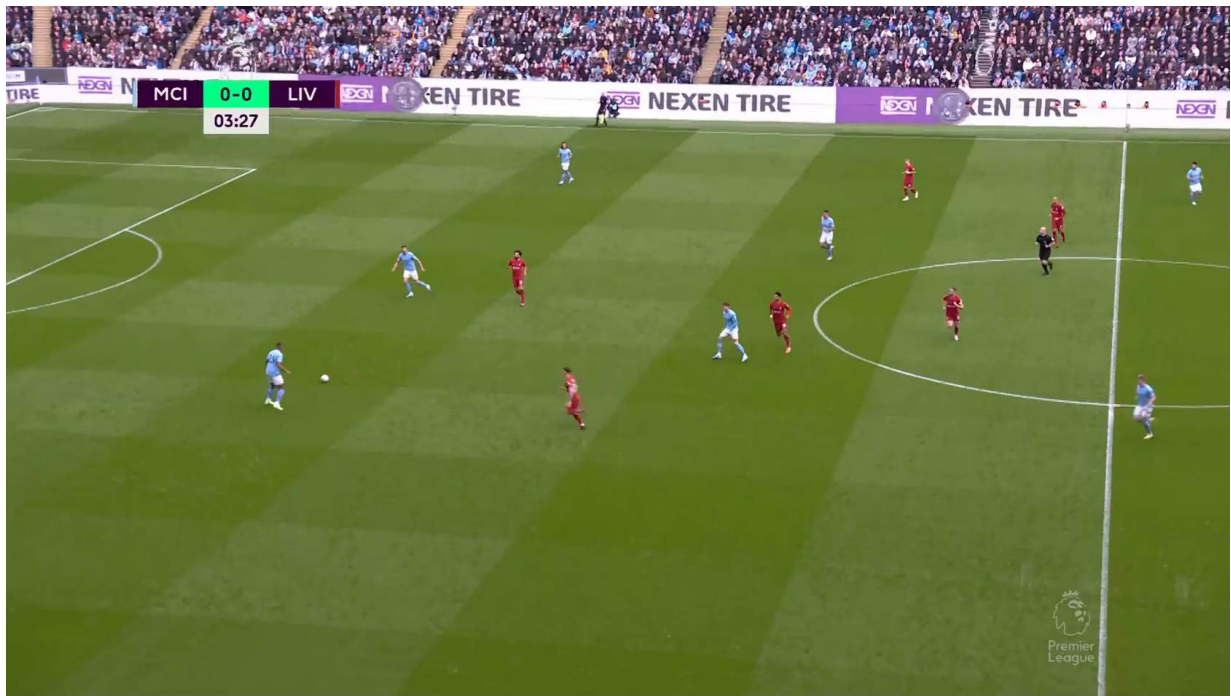
This image shows Brighton's setup under Roberto De Zerbi during ball progression. The Italian coach is one of the leading figures in positional football, with a unique style focused on generating as much space as possible behind the opposing defensive line through movements, the use of the third man, and fixing defenders on the last

line. If we analyze this ball progression from a positional logic, it will be easier to identify recognizable patterns and guidelines, making the analysis, at first glance, simpler.

Rational approaches tend to attract more followers, and we must question why that is. They are easier to identify and more comfortable to analyze because the references are more clearly marked, and the questions they generate have more accessible answers. This is why what Díniz proposes with Fluminense clashes directly with the rational understanding of this sport. Analyzing is not just about interpretation; it is primarily about asking and relating.

When we talk about structures, what do we mean? Most teams present a system and various structures within the same match. It is essential for analysts to differentiate these to explain and distinguish effectively. If we say a team plays in a 4-3-3 formation, we limit our explanation. The drawing, that is, the scheme, is something we rarely see in its pure form. Emphasizing positional play over any other approach leads teams to have different structures in each phase: during ball progression, in positional attack, while pressing, and in defense. Talking about systems is imprecise in a football of structures.

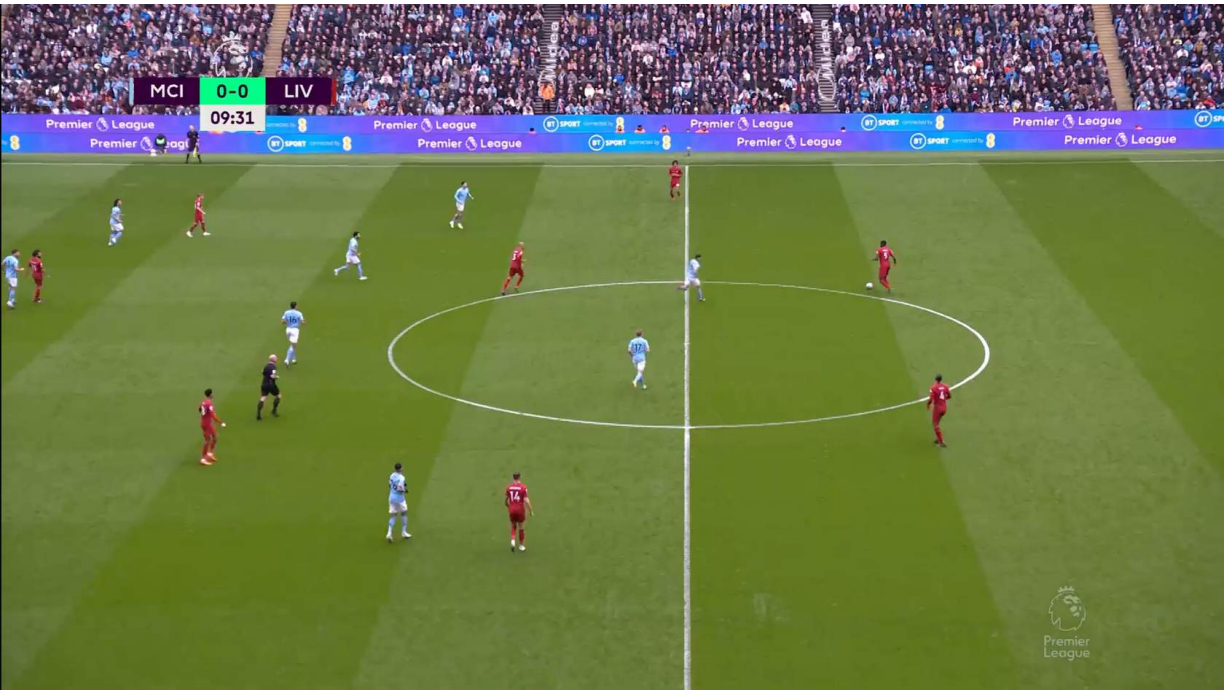
Figure 10: Manchester City against Liverpool.



Source: Wyscout, <https://platform.wyscout.com/app/>

In this image, we see Manchester City against Liverpool this season, executing a buildup with 3 (three defenders in the first line) + 2 (two midfielders, Rodri and Stones). In front of them, there are two interior midfielders. Therefore, City constructs in a 3+2+2 structure. Why do we talk, in the pre-match discussions, about Guardiola using a 4-3-3?

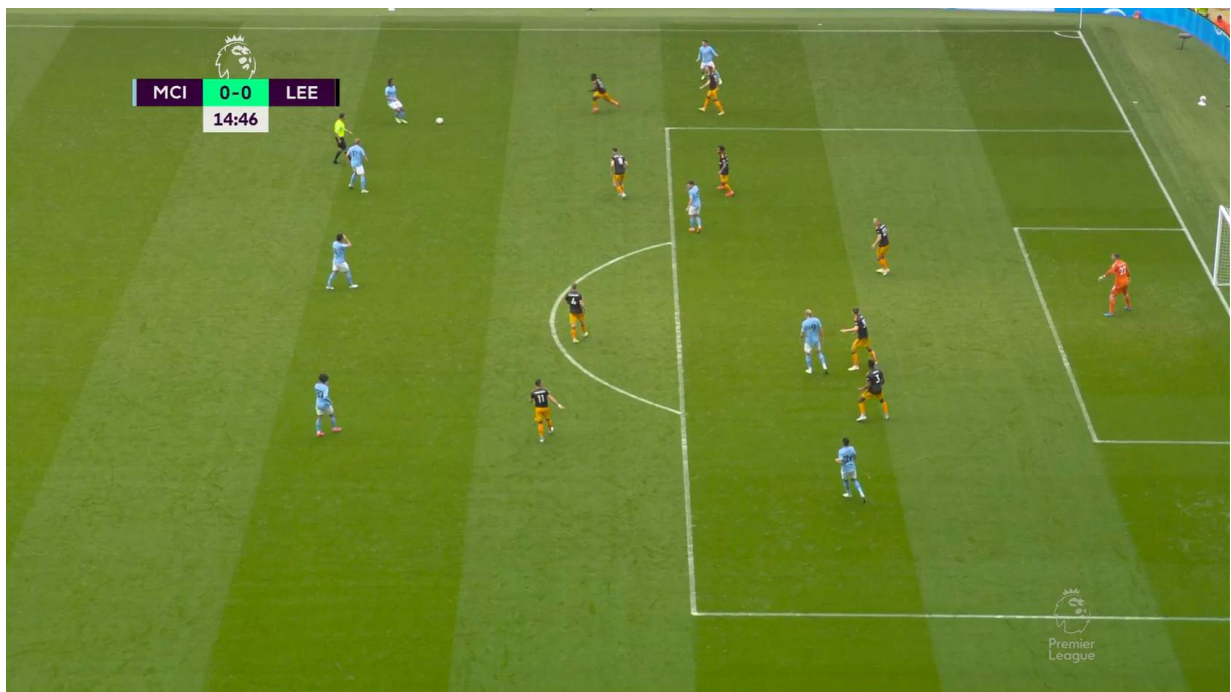
Figure 11: Once Liverpool attacks, City defends in a 4-4-2.



Source: Wyscout, <https://platform.wyscout.com/app/?>

Once Liverpool attacks, City defends in a 4-4-2 formation. Structure change. Stones, who was positioned as a midfielder when City was building up, returns to the center-back position, De Bruyne moves from midfielder to forward, and Gündogan closes alongside Rodri. Different structures for different phases.

Figure 12: Match between City and Leeds.



Source: Wyscout, <https://platform.wyscout.com/app/>

In this other image from the match between City and Leeds this season, we can see how Guardiola's side attacks with two lines of four, in a 2-4-4 formation, which helps them control second balls in case of a rebound and allows them to have many players in the opponent's area.

Unlike functional play, positional play allows for clearer detection of these changing structures during a match. The formations are clearer, and it's easier to find some continuity in them. For the past decade, football has focused on this game of structures, and it's interesting to see its evolution. The 3+2 (building with three players in the first line and two in the second) is increasingly adopted by teams. In a game of

pressures, where the main objective is to try to regain the ball as high up the pitch as possible,

Overanalysis and Other Particularities

Football has a particularity: it is a low-scoring sport (the average number of goals in La Liga this season is 1.2 goals per team). What does this mean? That analysis will always be subject to a very short final score, in which it is very likely that in many matches the essence of what happened will not be reflected. A 0-0 can have much more history, being richer from a tactical perspective, than a match that ended 3-3. The score should not determine an analysis... even though it does dictate everything. How should we interpret the score when analyzing it from the outside?

Let's consider a recent practical example: the 1-1 draw between Real Madrid and Manchester City at the Santiago Bernabéu in the first leg of the Champions League semifinals. Both coaches and the players who spoke afterward emphasized that City and Real Madrid scored precisely when the rival was at their best. Vinicius's 1-0 goal came at a time when Guardiola's team was dominating territorially (over 65% possession), while Kevin De Bruyne's goal occurred when Real Madrid was in control, and Pep's side was being pressured, unable to find their rhythm. What role does analysis play here? How do we explain it?

Tactics are not only about what happens that we can see from the outside but also about what does not happen... and is invisible to us. The famous game dynamics are very important and allow us to map the match without falling into false syllogisms, because football often escapes this logic. In basketball, if one team shoots 25 times more than the opponent because they grab more rebounds, it will be practically impossible for the team that has shot less to win. In football, this logic does not apply because error and imprecision dominate.

This brings us to an interesting concept: overanalysis in the game. Have you ever read that football is overanalyzed? What does it mean to overanalyze? It's important to understand this because much of the stigma surrounding those who speak about football analytically, who attempt to approach the game in depth, tends to confront this prejudice. When Real Madrid won the Champions League last season (21/22) after coming back in all the knockout rounds, two of them in extra time, and overcoming a final where Liverpool had numerous chances, many people said it was impossible to analyze what had happened. And this is where the communicator's job becomes more complex... and fascinating.

It involves providing answers to seemingly complex questions that address other issues. Why is a team that appears dominated able to strike powerfully and repeatedly? Is dominance understood differently depending on each team? It should be understood that in

football, plural concepts do not exist, only singular ones: one team may feel dominated, while another, in the same situation, perceives it differently. The uniqueness of the situation is the great difficulty for the analyst, because it forces them to ask questions considering the particular case and not just the overall context. Only in this way will the answers obtained be more accurate.

In tactical communication, names are almost as important as anything else. Sergio Busquets has played his entire professional career as a central midfielder, which is indisputable. To a greater or lesser extent, his action range has been similar: central areas, depending on the degree of possession, more or less up the pitch. Often, comments like "positional midfielder" are heard or read. The term "positional" is imprecise because... what would be the opposite of being positional? Apositional? A footballer always occupies a position, and referring to a midfielder as "positional" creates a false sense of staticness or stillness.

Journalists must be extremely careful with language. However, they also need to understand that there are certain common points that, while not entirely accurate to reality, mediate between what happens on the field and what serves to condense reality. That is to say, starting from the basis that every player is "positional" in that they will occupy a specific position, referring to the midfielder with this term provides additional information that condenses an idea for

those watching the match. It is as important to be precise as it is to find bridge terms that generate consensus.

Terminology is essential and has been the subject of various discussions over time. According to @10Kundera on Twitter, one of the great experts in the history of tactical communication, what we now take for granted and is completely normalized was also considered a technical term at the time it was introduced, something distant from popular jargon that generated initial rejection among the public. This cyclical functioning is crucial to understanding what is happening today because it usually finds its answer in something from the past.

This is perfectly summarized in many of the tactical variants we are seeing, which over time carry significant weight in the football imaginary. On May 2, 2009, Pep Guardiola positioned Leo Messi as a false 9 in one of the most important and impressive football exhibitions in history. Barça thrashed Real Madrid 2-6, and Messi, with two goals, destroyed the Madrid central defenders with his positioning. The decision was motivated by two factors: the first was the behavior of Metzelder and Cannavaro, the starting pair, which Pep had noted did not step out of their zone and defended deep. The second was Messi.

The player makes the tactic, modulates it, and gives it meaning. What mattered was not that Barça played with a false 9, but that Messi was the false 9. The "who" makes the play. But I want to focus on

something that went unnoticed, and that is that in the second half at El Molinón, in the third round of Liga that same season (2008-2009), Messi had already acted in that position. Obviously, people remember May 2 because it was the day it was born and consolidated. But Guardiola did not invent the false 9; he recovered it.

As I mentioned earlier, the footballer makes the tactic, which is inherent to the player, therefore, unique and irreplaceable. What a team does, even if it is recognizable and trainable, will never function the same way in another space and time because the players will be different. The analyst's role is to avoid reducing the game to systems or schemes, but rather to detect relationships and behaviors, explain them within a playing model, while being aware that the player determines them.

The game is not a foosball table. What do we mean when we talk about systems? Is the 4-3-3 used by FC Barcelona in 2009 the same as the one we saw with, for example, Luis Enrique in 2016? The system was the same, but the roles, functionalities, and operations were almost antagonistic. Players change, and the systems change with them. When analyzing a team, it is essential to identify, more than the system, the team's playing model. Michel, the Girona coach, told me in an interview: "What I give the most importance to is the mental order of the game; it's something we can never lose" (personal archive). With this, the Madrid coach referred to his team's ability to

recognize themselves within their principles, regardless of the context... and system. And in reality, they are not so important.

They are a snapshot when football is a movie. A continuous shot. When talking about tactics, it is essential to understand the match as a living organism that changes and takes different forms. The questions we need to ask are more related to how players interact and what each coach seeks with their game plan, rather than static snapshots. Not so much about the system and a theoretical advantage, but about how the footballer interprets that system and what real advantages (or not) they are managing to gain.

CONTINUE

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