

# Module 1. Leadership and Decision-making in Sports Management



☰ Unit 1.1 Leadership Definition

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Although, according to the RAE, it is the exercise of the action or “condition of leader” (Royal Spanish Academy, n.d. definition 1), we could define leadership as a set of managerial skills that an individual has to influence the way of being or acting of people or in a given work group, so that this team works with enthusiasm towards the achievement of its goals and objectives.

Sports leadership refers to the ability of a person to influence and direct a sports team or entity, in addition to being in charge of decision making, motivation and organisation of all its members.

## 1.1.1 Types of Leadership

Before analysing the typology of leadership, we must also qualify it according to where it comes from or how this leadership has been achieved. In this way, we can differentiate **formal leadership**, which has been **previously established by the organisation**, given that it is granted by a title or position from which it is assumed that the function of leader is to be exercised. Alternatively, we find **informal**

**leadership**, which is that which **arises from the group without anyone having previously granted a leadership** role to that element that, due to its qualities or the need of the situation, has assumed the role of leader informally, i.e. without any title.

It is important to emphasise that when we speak of the figure of a leader we are not talking about a single typology, but rather, depending on how this leadership is carried out, we can find several types.

The most common classification includes the following **types of leaders**:

- **Democratic leader**: although they are in charge of making the final decisions, this type of leader does so based on the **support and opinions of the rest of the team members**. This type of leader contemplates the delegation of their authority and involves the rest of the members of the organisation in the decision-making process, sharing their ideas and points of view during this process. In order to exercise this type of leadership, it is necessary to have the ability to interrelate with the rest of the members and thus accept and promote shared responsibility in obtaining results. This type of leadership is based on a **generally positive attitude** towards the

circumstances that we are going to encounter. This attitude will allow us to share the circumstance with our team and seek the best possible solution to it.

- **Authoritarian leader:** the authoritarian leader exercises **the decision-making process from absolute control**. I am the leader, I command, I decide. In this way the total responsibility for any decision is assumed, beyond the fact that they may consult with their team. In any case, these consultations will not be made as part of a team work, but from the hierarchy that gives them their position as leader. This type of leadership requires a **firm attitude** and this can generate distancing or, even, willingness to confront on the part of the team.
- **Anarchic or laissez faire leader:** this form of leadership is the antagonist to authoritarian leadership and is based on the fact that the leader makes practically no decisions and gives freedom to the members of his team so that each one can decide independently what is best for the organisation. It is a **“laissez-faire” style of leadership**. A positive part of this way of leading is that it makes the team members grow in maturity because if they want to achieve the objectives, they are forced to make the right decisions. However, it **is extremely risky**, since managing a large group of people with wills and interests that do not always coincide without guidance can lead to chaos.

## **Sports Leadership: Specific Characteristics**

We have seen that generally there are different types of leadership.

We have to see which type of leadership is generally adapted to the world of sports. First of all, in a generic way we can divide between individual sports and team sports.

**“Individual sports** include all disciplines in which athletes compete alone, without help from anyone else, facing their opponents and setting new marks or records in the category in which they compete.

These sports usually demand a high degree of **concentration, commitment and responsibility**, since one's own actions influence one's own results.

Some examples of individual sports are: motor sports, athletics, golf, gymnastics, martial arts, tennis, swimming and even cycling.

However, some of these sports also incorporate team sports” (Milo Nestlé, n.d., <https://shre.in/DfQQ>).

Unlike individual sports, **collective sports** are those disciplines that are competed in groups of several players against a similar group and in which **strategy, teamwork and leadership** come into play. Some examples of team sports are: football, basketball, handball, field hockey or water polo.

Usually, leadership has only been considered as a necessary quality to be applied in team sports, so we constantly talk or refer to the

figure of the captain, coach or team leader, always when we are referring to team sports.

With the evolution that the world of sport is undergoing, it is necessary to change this perception, since when we are referring to high-level sports. It is increasingly evident that **a great individual athlete has to be surrounded by a great team of people** and that within that team the figure of the leader will be necessary. Although it is true that in most cases the leader will be the athlete themselves, we should not always consider this fact as definitive.

On the one hand, there may be situations where the coach has a prestige and profile that allows them to be the leader of the work group, especially in the early ages of the individual athlete. On the other hand, there may be specific situations where leadership is shared or delegated to one of the team members for a specific aspect, given that they are specialists in and knowledgeable about that specific situation.

What is evident is that, **in team sports, the figure of the leader is absolutely necessary**. In most cases, this leadership must be held by a player on the field, also by the coach within the working group of players and the technical staff, and from the Sports Management, thus encompassing the entire sports area of the club.

In this type of situation, it will be essential that there is no invasion in the roles of each of the leaders and that the leadership of the areas that we do not lead is respected. **The most responsible for ensuring that there is no exchange of roles will be the Sports Manager, since their hierarchy is the highest within the group.**

In fact, in our opinion, this will be the key to success in team sports, that the roles of each of the team members are well defined and that all of them are fully committed to a common interest.

There are also some authors who consider that within the team itself there can be different types of leadership and that, in addition, the ideal is that each of these leaderships is led by a different member of the team:

- **Social leader:** they are going to create a work environment that favours learning and growth. It facilitates the adaptation of new recruits and energises the social life of the team.
- **Mood leader:** the person who, in moments of discouragement, boosts team morale with energetic words, eye contact and spontaneous comments that transform the mood of the group.
- **Leader exemplifying commitment:** they demonstrate to the rest of the team that what the coaches require is possible. This leader “pulls the cart”, takes the initiative, raises the level of demand of

the team and helps to establish a dynamic of effort in it. Usually, this role will coincide with that of team captain.

- **Strategic leader:** a player who reads the game in the same way as their coach would. This leader is clear about the path to follow, knows where the group is, where they want to go and where they should go. In football, this would be a player who is usually positioned in the centre of the field. He is recognised as a player who in turn performs coaching functions on the field.
- **Decisive leader:** the crack of the team, the most talented player. With an individual action they are capable of solving problems for the rest of the team. In football, this would be a goalkeeper or a striker.

However, each team is different and is composed of different members, therefore, to accept these types of leadership within a group, we must also accept that there is an **individual who brings together more than one of these leaderships**. We can find a player who often meets the characteristics to be able to exercise more than one of the above mentioned leaderships and only depending on the age and the moment of their team, they exercise all or only one of them. For example, a world-renowned figure like Lionel Messi, at the beginning of his career and during his time at FC Barcelona only played the role of decisive leader because he had other leaders who covered other areas such as Puyol in the leadership exemplifying commitment, Xavi as a strategic leader, Piqué as a social or emotional

leader. On the other hand, if we take the Qatar World Cup as a reference, the feeling we have is that Messi assumed the decisive, the strategic, the commitment and even the emotional or social leadership.

### **Requirements to be a Good Leader in Sport.**

1

**Organisation:** organising the team in an optimal way will be one of the most important requirements that we will demand from a good leader. An optimal organisation of the team will be the first step towards success. Placing each member of the team in the right position, when we are talking about team sports, is going to be indispensable to achieve the best result.

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**"A great leader is not necessarily the one who does great things. It is the person who gets others to do them" (Ronald Reagan).**

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2

**Discipline:** the leader must know how to transmit the concept of discipline as supplementary to the organisation. In other words, it is not only necessary

to know how to organise the team, but it is also important to maintain that discipline throughout the duration of the competition. The concept of discipline begins with oneself and the leader must lead by example. We cannot demand that the members of our team be disciplined if the leader of the group is not.

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**“The quality of a leader is reflected in the standards they set for themselves” (Ray Kroc).**

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3

**Knowledge:** the leader must be an expert, from the concept that their experience and knowledge will provide the team with security when making decisions. Having known similar situations and having managed them successfully will create an atmosphere of trust in our team which is necessary to lead.

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**“A leader is one who knows the way, makes the way and shows the way” (John C. Maxwell).**

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4

**Ability to react:** a leader, from his knowledge and experience, must be able to change decisions that are not proving to be correct. From the analysis of each situation and without prejudice that it has always been done in a certain way, the leader must be able to redirect a complex situation that their team is going through. In fact, these types of complex situations and the way in which the leader is able to overcome them will give much greater credibility to the leadership. They must be able to identify both successful and unsuccessful situations, since identifying and analysing mistakes will allow them to avoid making them again in the future.

5

**Empathy:** a good leader must be able to find the way to motivate and convince the members of their team, regardless of the type of leadership they apply. They have to find the formula to be able to place themselves in the figure of each of the members and find the way to convince them to achieve the common goal, beyond the particular objective that each of them has. A leader who is able to make all team members admire and help each other, so that they understand that the best way to achieve the individual goal in a team sport is to achieve the collective goal, will be very close to success.

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**“One of the keys to leadership is to recognize that everyone has gifts and talents. A good leader will learn to bring those gifts together toward the same goal” (Benjamin Carson).**

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6

**Ambition to improve:** a good leader must be highly motivated to achieve their objectives and, therefore, they must always find the formula to continue learning and developing new skills, which will result in the improvement of the team. This leader must keep the constant ambition to learn about the sport we practise, to get experience every day, to be up to date with all the innovations and improvements that we can add to our work, and to have an active and self-critical attitude that allows us to identify shortcomings.

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**“To achieve any success from any leadership position you must be obsessive in some way” (Pat Riley).**

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## **Leadership in Sports Management in Football**

Sports Manager is the name given to the position of the person who will be **responsible for managing the human capital**, i.e., the athletes

and the entire staff of people who are part of a sports entity. Specifically, they will administer, coordinate and direct the human and material resources required to practise the sports activity in order to maximise the results of the entity. The correct decision making in the sports area will be fundamental for the proper functioning of any sports club.

In the world of football, on many occasions, the exact nature of this figure is sometimes confusing. Dave Bassett described the role of the Sports Manager as: *“the person closest to the board and also the assistant to the president of the club. The Sports Manager should be a person with a proven experience in football and should assist the board members in analysing decision making as they lack such experience.*

This means that the coach assumes the tasks related to the club's day-to-day responsibilities in the sports area, such as: the team line-up, substitutions, tactical decisions or training. As Monchi says: **“The coach is not the one who decides the name of the player, but the profile. And with the work of the scouts, we try to offer them possibilities.”**

The Sports Manager is often involved in the selection of the coach, so that the coach knows he has full support from his subordinates. The Sports Manager has people working for them in the Technical Department, manages the allocated budget and makes decisions regarding formative football. Frequently, the Sports Manager does

not interfere in the coach's decisions, but only gives their opinion.

However, in recent years, Sports Managers who have been professional players until recently and who have retired from the sport, without ever having become coaches, have become more and more common. Likewise, **we must not confuse the figure of the technical secretary or chief scout with that of the Sports Manager.**

The former may be a football expert who is capable of discovering great figures in the sport, but the Sports Manager must have knowledge of contracts, negotiations, management of the personnel under their charge, relations with players, etc.

The football Sports Manager is sometimes compared to a general manager in a North American professional sports organisation. Also, in recent times, this position is being referred to as **Football Manager or General Football Manager**, with the intention of differentiating which areas will be the responsibility of the Sports Manager from the areas that are the responsibility of the General Manager of other businesses.

Normally, the Sports Manager is identified as the person in charge of managing human resources, i.e. the coaches and athletes who are part of the institution. But their functions cover much more, **the Sports Manager is the figure qualified to lead the vertical management of any entity or sports club: from its finances and advertising or labour contracts to the management of economic and human resources.**

In football, the figure of the Sports Manager necessarily has a leadership role in the configuration of the entire sports structure and in the degree of fluidity of information between the different elements of a club. It is not only important to have a good selection process, but also to know how to manage that human group, usually heterogeneous, with which we have to work throughout the preseason.

Being able to ensure that each member of the staff fulfils their roles without intervening in an executive manner in those of the rest is going to be a fundamental task for the sports area of a football entity to function. Undoubtedly, communication is one of the most critical elements in an organisation, and how we are able to transmit this leadership will be key.

Once we have clearly determined the figure of the Sports Manager or Football Manager as the leader of the entire work team related to the sports area, we are going to specify on which aspects of management they are going to have to assume leadership in a direct way:

- **Managing, directing and coordinating the necessary resources to carry out the sports activity.** Doing that efficiently and optimising results. Here we are including both human and material resources. Thus, in a football club, the Sports Management will be responsible for:

- a. The hiring of all the **field staff** that has to intervene in the sports areas of the entity, such as: players, coaches and the rest of their staff (goalkeeping coach, assistant coach, set-piece specialist, analysts), those responsible for physical preparation, nutritionists and medical team, including physiotherapists and recuperators, in addition to all areas of formative football with their coordinators and youth academy Manager.
  - b. Also **scouting personnel**, both of players and rival teams.
  - c. All the **necessary machinery** for the work of the professionals described above, such as balls, bibs, training material, gymnasium, vitamin supplements, etc.
  - d. Companies related to the **maintenance of the turf** as a fundamental element of our daily work.
  - e. Companies that manage the travels and trips of the team members to play matches.
  - f. Companies that provide us with **data** regarding our players, either in matches, training sessions or rivals.
- **Making decisions** that affect the operation of the club, primarily in the area of sports. Inasmuch as the responsibility for any situation affecting the above points rests with the Sports Management, decisions will have to be made on each of the above resources.

- **Planning and scheduling** preseason dates, training sessions, activities and competitions in which the club for which they work is immersed.
- **Making a constant evaluation** of each and every resource available, in order to assess any optimisation or improvement that can be made.
- Knowing, directly or indirectly, those sporting events in which the club or its athletes participate.
- **Increasing the competitiveness**, in general terms, of the entire organisation.
- **Seeking new members** and supporting the existing ones, making them better every day. From empathy, working so that the human resources we have at our disposal are better causes an overall improvement of our organisation. Promoting the training and improvement of our resources will also help to reduce weaknesses.
- Working hard to ensure that **sportsmanship and ethics** govern the actions of the club or organisation. The values of each entity must be a banner for the behaviour of all members. And complying with the values of sports always guarantees success.
- Setting **strategies** with clear objectives and processes. Ensuring compliance, modification and improvement.

The areas of the club with which you need to interact are: General Management, Human Resources, Financial, Maintenance, Travel and Marketing.

In order to be able to comply in the best possible way with the situations described above, it is very important that a Sports Manager knows the different professions that exist within the entity in which they have to make decisions. Such knowledge will be necessary, both in the recruitment of professionals for these profiles, and later in the supervision and management of these. Therefore, we need that they have knowledge and experience in all areas under their responsibility where decisions need to be made. **The Sports Manager is a leader who makes decisions and establishes structures that will condition the performance of the club**, which is why it is very important that they know what the different professionals who will form part of that structure do.

**The ultimate goal of the Sports Manager is to plan and manage the resources necessary to achieve the previously defined objectives.** These tasks must be carried out at the same time as representing the interests of the entity to which we manage in front of other entities, in each and every activity in which it participates. This obliges the Sports Manager to **know the values and the way of acting of their entity** in order to act coherently with them.

As we have pointed out above, it is very important for the Sports Management to carry out selection processes with very clear objectives and profiles in order to have the most suitable professionals in each of the areas. However, in our opinion, it is even **more important how we carry out the continuous management** of each of these professionals, with the aim of adapting them to the reality of our organisation and thus obtain the best performance towards our objectives. Without a daily and continuous management marked by the leader of the sports project, the sporting part of the entity will be able to vary its course depending on the will of the different professionals and this will lead us to a failure in the medium or long term, regardless of the professional level of each of the members of the sports area of an entity.

### **Current Situation in Sports Management**

In recent times, the emergence of **elements such as “big data” or artificial intelligence** within mostly virtual environments, causes the context of the world of football to evolve very quickly and, therefore, in the decision-making process it is necessary to incorporate a type of profiles that were not previously taken into account.

Nowadays, if we look at the current **sports context in football**, which is highly technological, we can perceive that ways of leadership are necessary in which continuous learning and digital skills take precedence in order to move with fluency in increasingly virtual sports

environments, but also communicative and emotional competencies for football players to grow.

Digitalisation is changing the way we work in society and also in **football**. Football demands professionals with a high level of digital knowledge. It will therefore be absolutely necessary for Sports Managements to make a quick adaptation and be able to develop special skills to cope with the usual changes that occur in daily tasks.

In addition to knowledge and experience, a football leader, at this time, must be able to adapt to new media, learn them, make their teams grow in knowledge of new technologies and keep a constant alert with the different novelties that can improve the performance of all the professionals under his charge.

A **sports leader** must be prepared to learn continuously, so that their knowledge can be adapted to the different demands of the game itself. Thus, nowadays, **digital competences are a basic tool in any sports organisation**. A sports leader must be able to understand the language of technology, master the virtual environments used to communicate, collaborate and create content. It will also be important to detect the risks inherent in this type of environment and put in place the necessary protections to avoid them.

There are obsolete structures that are reluctant to make these types of changes. This will mean that it will take them much more time and

effort to adapt and react to the increasingly disruptive **innovations** that are appearing on a daily basis in the world of football.

This will mean that age or experience will no longer be so decisive.

There are more and more situations of **Sports Managers** without great experience, but who have been trained with new technologies and are leading the successes of their sports entities. This does not mean that experience and previous knowledge are not very important qualities, but that even without them it is possible to exercise this function, given that decision making will be supported by the information gathered in the data without the need for experience to tell us.

Unfortunately, traditional leadership based on a long-term strategy is not usually applied in the world of football where there are results every weekend, which causes the decision-making process, on many occasions, to be altered by the immediacy of what has happened in recent days or weeks, with the added pressure of protests from fans who do not know or have complete information on the situation. The Sports Manager must be a strong leader who is able to apply, on the one hand, all their experience and knowledge of the situations that are happening and, on the other hand, complement that experience with all the objective information that the data collected through big data can offer. It should be pointed out that in the specific situation caused by the pandemic, where human contact was restricted, technological innovation was necessary for sports entities to find new

market situations or find solutions to some of the problems generated by the global alarm situation.

There is no doubt that we are moving towards **specialisation** in the world of sport and, especially, in the world of football. This specialisation means that, among other professionals, a physical trainer specialising in strength training, a knee injury rehabilitation specialist, a nutritionist who sets the player's dietary guidelines, etc., are becoming increasingly common. **Increasing specialisation means that the human capital to be managed by the Sports Manager is becoming larger and more specialised**, so we see how there are coaching staff of elite teams with more than 30 people and the trend is to grow even more, due to the degree of analysis and specialisation required.

All this, also, because the world of high-level professional football is presented with very high economic capacities and we must be able to take care of the player so that they can give us their maximum performance, given that the investment made is very high. As an example, a football player who costs 6 million euros a year justifies having professionals around them who take care of their health, nutrition, psychology, recovery, etc. One month of absence due to medical leave of a player of such a cost, implies a cost of half a million euros, in addition to the impact on the sporting performance of the team that it may entail. Therefore, **it is worth investing in human capital to avoid having to assume that cost.**

Performance will be highly conditioned by the technical decisions of the entire staff and, therefore, it is essential to have a more individualised control of training loads, the evolution of injuries, training systems, control of performance in competition, athletes' nutrition, etc. **Science studies how each of these areas influences sports performance** and the Sports Manager has to know how to surround themselves with professionals who provide this specialised information.

A perfect example for what we have pointed out is the announcement made by UEFA on May 3, 2024, stating that the Executive Committee has decided to **amend art. 46**, which regulates the rules of Euro 2024 Germany, to enable the number of people allowed in the **coaching staff** of each of the teams to **increase from 18 to 23**. In other words, UEFA increases the number of people in the coaching staff by 5.

**The Sports Manager will have to take into account aspects of emotional intelligence**, considering how the emotions generated at each moment of the competition influence the performance of people.

A high-level sports leader will lead by example. If there is a need to change the methodology they are the first to do so, they know themselves and their team, and promote a horizontal, less hierarchical, work structure. **Teamwork** will be much more effective with the type of profiles that exist in today's society, since it will aim

to promote creative and innovative work environments, which will be very profitable for the entity.

With larger and larger teams, it will be necessary to create mechanisms for proper **communication between the different areas** to maximise performance. In the scouting area, we need to ensure internal communication within the club that allows us to address succession planning and market opportunities. And, the same in the rest of the areas. For example, how we are able to manage communication between the coach and the medical teams is going to be very important so that friction does not create problems for us.

Finally, we have pointed out that **communication is also going to be a key aspect in fostering the leadership of Sports Management**. On the one hand, with the large number of people under this leadership, we will need to be very precise in our communication. From Sports Management, we have to be able to communicate well, to communicate what we want and we need communication in each area and between the different areas to work.

In this way, we must be clear that the Sports Management has to lead all these processes and that the type of leadership can be different depending on each person, but there are a series of essential qualities for this type of leadership, which are communication, charisma and authority.

## **Decision-making Process**

The way in which the leadership of the Sports Management is going to take shape is **at the moment of decision making**. Leaders are the most responsible and as such must assume full responsibility for decisions that have to do with each and every area.

Decision-making must be done with a prior analysis of everything that is happening in the environment for which we are responsible. As experts we will have to carry out this analysis in order to be able to make decisions, which, let us remember, is the responsibility of Sports Management.

It is very important to be clear that making decisions is part of our job and that avoiding making them will mean a total neglect of functions that will also affect our leadership capacity within the group. **Our teams expect us to make decisions and to make the right decisions.**

In the world of football, the most important decisions have to be made by the Sports Management and the future of the entity will depend on the success of these decisions: which players we incorporate or keep in the squad, whether or not to change the coach and to set the appropriate objectives for the group we have will be the type of key decisions that the Sports Manager will have to face.

Thus, the decision-making process has to comply with a series of **phases** so that the decision we finally make is the most appropriate at all times.

1

### **Knowledge of the Context**

We must be clear about whether the situation in which we find ourselves **requires a decision to be made or not**. On many occasions, rumours or pressure from external agents who do not have the same interests as us (board, press, fans, etc.) can make us believe that it is time to make a decision when reality shows us that this is not the case.

2

### **Decision-making Process**

We will also need to be clear about **what exactly it is that we have to decide and what objectives we intend to achieve with such a decision**. To do this we will have to:

- **Analyse the cause** that triggers the need to make the decision.
- Decide whether it is a decision to be made by the Sports Management or by another of the club's

departments. In case we decide that it is the responsibility of the Sports Management, we must see if such a decision has to be taken **by us** or our decision is to be taken by someone from our team, **by delegation** and as a sign of trust and teamwork.

- Once we know that it is a decision to be taken by us, determine **if we have the capacity to take it**, or if we have to train ourselves or look for external help to be able to do it.
- **Determine what is going to be the final objective** of such a decision in order to be able to fairly evaluate its results.
- **Set the estimated time to make the decision and comply with it.** A good decision made at the wrong time is always a bad decision. If we are driving a vehicle and we make the decision to turn, but we wait longer than necessary, the most likely thing that will happen is that the turn will take us off the road.

### 3

#### **Accurate, Complete and Effective Information.**

It is obvious that the more information we have, the closer we will be to making the right decision. The information will give us data on the context we have

and will allow us to **compare that situation with other similar ones**. However, we will have to make sure that:

- It is **truthful information** and we are not relying on hoaxes or interested leaks that cause disinformation regarding the reality.
- The **information is complete** and that we have not been left with only a part of it and once we have made the decision we know the rest. In this way, we will avoid making incomplete or unfair decisions.
- The information we are going to collect is **effective** for the decision we have to make, so that we do not waste time with aspects that have nothing to do with the issue at hand.

#### 4

### **Previous Experience and Knowledge**

When we are faced with making an important decision, it will be absolutely necessary that our **previous experiences in similar or similar contexts** help us to find a position that allows us to make the best decision. It is very difficult that when we talk about team sports and situations where we have to manage emotions, we find ourselves in identical

situations. But we will need the experience to contextualise the problem and find the decision that will give us a solution.

5

### **Evaluating Options and Alternatives**

An important phase in the decision making process will be the one in which we have to stop and **analyse the advantages and disadvantages** of making a particular decision and also if we have other alternatives. In this way, we will be able to calculate or foresee the consequences of taking one decision or another and we will also be able to compare, taking into account the possible consequences, which is going to be the best option.

6

### **Making the Decision on Time**

As we have pointed out in the second phase, when determining the purpose of the decision making, we have to **specify a time frame** for making it and in **no case should we prolong in time** the execution of a decision that we have already made. In other words, if we have made the decision to incorporate a player and we prolong it longer than necessary, it is possible that we will not be able to incorporate this player,

nor the one we had as the next alternative and, in the end, we will lose both of them. Likewise, if we have decided that the coach will not continue, but we do not communicate it on time, it is possible that this late communication will affect the preparation of a key match for our sporting aspirations. The previous analysis is very important, but once the decision has been made, we must do it as quickly and committed as possible.

7

### **Analysis of Available Resources**

It is absolutely necessary that before making a final decision we analyse **if our entity has the necessary resources** to execute it. That is to say, we cannot make the decision to incorporate a player for whom we do not have the budget because this could mean that, if we incorporate them, the rest of the entity's resources will be depleted or mortgaged and will not allow us to continue with the process. Likewise, with respect to material resources, we cannot make decisions that are not in accordance with the material resources available to us.

8

### **Evaluation of Results**

Finally, once the decision has been taken and executed in a complete and committed manner, we must be able to carry out a **fair and objective evaluation process** that can determine whether the decision taken was the right one or not, and if it was the right one, whether it was the best one we could have taken. In this phase, an objectivity that will be determined by our own professionalism will be absolutely necessary, since we have to evaluate a decision taken by ourselves and we have to be able to determine objectively if the decision has fulfilled the objectives we had set ourselves.

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**The world of team sports allows us to find excuses to justify the wrong decisions we have made. To finish, and taking into account that we are referring to high-performance sport, and regarding the decisions we have made, we will take as a reference Vince Lombardi's phrase: "Winners never quit and quitters never win".**

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