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JOSÉ MOURINHO, THE SPECIAL ONE: A PEDAGOGICAL CASE

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ABSTRACT

The purpose of this work is to create a case to reflect about the leadership role of José Mourinho in Real Madrid CF, considering his successful background experiences in FC Porto, Chelsea FC and FC Inter. The case is based on the failure of the Special One in Real Madrid CF. This paper is mainly focused in the leadership process, charismatic leadership and contingency theory of leadership. Moreover it is intended to introduce concepts about the influence of leaders in the organizational culture, the management of human resources, and the role of a leader adapting to a different context.

Key words: José Mourinho, Leadership, Real Madrid CF, Special One

JOSÉ MOURINHO, THE SPECIAL ONE

*If I had to choose a nickname for this period would be the Happy One. I am very happy.*¹

– José Mourinho

In the fervent atmosphere of Stamford Bridge, after a challenging experience in *Real Madrid Club de Fútbol*, José Mourinho reencountered the dedicated and unanimous choir of all stadium: "Stand Up, Stand Up for José Mourinho". He could feel his charisma restarted to inflame the crowds. Back in Chelsea Football Club, he was in the right place to accomplish everything he wants for his career.

With only fifty years old, José Mourinho is already considered one of the most successful and the most popular coach ever, not only because of what he won in such a short period of time, but because of how he imposed himself on the highly visible clubs he served.

In fourteen years as a head coach, Mourinho was able to ally his sporting performance with a distinct manner of being in football, with a speech and an image different from what existed. Mourinho embodies a new type of coach, of a new generation: "He changed the way people train, he changed the way people speak about the game"², said André Villas Boas, another coach, who worked with him.

He has lead four of Europe's most decorated football clubs (see **Exhibit I**) and has turned the teams he trained into symbols: Mourinho's Porto, Mourinho's Chelsea, Mourinho's Inter. This is the way that, sooner or later, José Mourinho's teams are known and recognized in the world of football. With humble players and without any titles conquered, but with plenty of motivation and ambition, Mourinho came to display a curriculum that can only be compared to those of some coaches with many years of experience in large clubs.

José Mourinho is the only coach with eight semi-finals of the Champions League; the only one who won championships in the three of the most important leagues in the world (English, Italian and Spanish); the only

¹ (Arsénio 2013)

² (Luz 2010)

one with a record of nine years (or 150 games) without losing at home, with a record for points in English and Spanish leagues, the first to get to the triplet (winning the league, the national cup and an European competition) with an Italian club; the first coach to win the Premier League (English League) in his first year of competition, and also a trainer who has twenty years of a promising career ahead.

In Real Madrid CF Mourinho has been hired to recover the center of football to the Spanish capital, putting an end to the hegemony of the "best team ever" which happened to be *Fútbol Club de Barcelona*. He saw his position as coach reinforced with powers thus far no one other than the president had exercised in the 110 years of the history of Real Madrid CF. There has never been more powerful coach than him, however, there has never been noticed such a level of unhappiness with a coach, nor it has been seen such bitterness among players and fans. Why did not Mourinho, in Real Madrid CF, accomplish the same success he did in previous clubs?

JOSÉ MOURINHO: THE ROUTE OF A LEADER

THE FORMATIVE YEARS

*I was more influenced by Barça's philosophy than by any other coach. They were four years of my life absolutely fundamental.*³

— José Mourinho

José Mário dos Santos Mourinho was born in January 26 1963, in *Setúbal*, in the heart of a working family who managed to assure him a both emotionally and materially stable life. He attended a private school where, since early, his hobbies were occupied by football. Considered by many an acceptable amateur, he had never been sufficiently good to be up to his and his father's great hopes. Around 1978, he began to realise he would never be a professional player. Félix Mourinho, father of José Mourinho and former forefront goalkeeper of *Clube de Futebol Belenenses* and *Vitória Futebol Clube*, encouraged him to take his first steps as a coach by asking him to write assessments of the father's club rivals. He went to the *Instituto Superior de Educação Física* where he

³ (Bernard 2004)

graduated in Sport Science. He was an average student, always unsatisfied with the absolute truths that were presented to him. He had a critical, very active voice. In the following years, Mourinho was professor in secondary schools for three years and in *Vitória de Setúbal* he would impress the main trainer, Manuel José, with the work developed among the youth. After a short-term stay at *Reboleira* as an assistant coach (see **Exhibit II**), José Mourinho decided to leave Portugal in order to obtain the first of his two UEFA coaching certificates. He was 28 years old. When he arrived, received his first offer to represent one of Portugal larger clubs, *Sporting Clube de Portugal*, where he found his initial challenge.

Bobby Robson was the elected to coach Sporting. José Mourinho would act as the link between Robson and the players: the translator. According to Bobby Robson: "José was very good at it. He listened, learned, watched and remembered. I always had the sensation he was saying things exactly the way I would. This was his special manner (...), everyone reacted as if it was me who commanded"⁴. In spite of the positive impetus of his communication, in December 1993, Bobby Robson was fired and, consequently, so was José Mourinho. Next step turned to be more joyful: *Futebol Clube do Porto*. In the same exact moulds, within only two years, they achieved two *Superliga*, one *Taça de Portugal* and one *Supertaça*. Mourinho started to grow inside his job as a translator and began doing complementary work for his main coach. "He returned and handed me a bunch of documents of absolute first quality. Without having been a player, without a coach experience that we could talk about, he hand in reports as good as those I received from my best professionals"⁴, told Bobby Robson. In 1996, they moved to FC Barcelona and Mourinho became the most expensive translator in the Sports History. Initially challenged by players, since he was a total stranger among that constellation of stars, he was able wrap them around, becoming very close to them. Again, in another club, Mourinho was very well connected with players and more close to Bobby Robson than his own assistant coaches: "I made him sit after the matches and we had long conversations"⁴, remembers Robson. A season gone by and they managed to achieve success once more: UEFA Cup Winners' Cup, *Copa del Rey* and *Supercopa de España*. Even so, that was not enough for the

⁴ (Barcklay 2006)

direction of FC Barcelona. Bobby Robson was substituted, however the translator remain there. Van Gaal was the new challenge and consequently José Mourinho's new master.

Since the first moment they met, Mourinho was able to impress Van Gaal. Eventually assuming a little more responsibility than before, he became a member such as valuable as the other assistant coaches. After the first year, on which they won the *Liga BBVA*, the *Copa del Rey* and the UEFA Super Cup, Mourinho renewed his contract for three more years. Van Gaal said: "I was the only one [in that club] believing in José, because, when Robson left and I insisted that José should stay, they weren't very happy. He was known as 'El Tradutor'. The Press addressed him that way. When I arrived at the club, even the president called him that. I think I took him more seriously than most of people in the club because I was in a position which allowed me to observe his work"⁵. Under this spirit of work, the titles would multiply fast in the second year, one more *Liga BBVA*. In José Mourinho's fourth year of FC Barcelona, the results were not as good as expected. Van Gaal is dismissed and, before this scenery, José Mourinho makes a decision: to become a football team number one.

José Mourinho's first professional stage is marked by a lot of work, communication, dedication, and, overall, a lot of courage. "El Tradutor" finished this chapter with a new hope as well as a curriculum fulfilled with eleven titles. (see **Exhibit III**)

THE EARLY YEARS (2000 – 2002)

*My dream was to have the chance to win, as a coach, the titles won by the coaches I collaborated for.*⁶

— José Mourinho

At the end of the 1999/2000 season, with more than a year of contract, José Mourinho decided abruptly to resign with FC Barcelona, leaving a position and a salary hard to equal in any club of the world. He left a dream life in FC Barcelona, and now was an unemployed. However, after four months, he was hired by *Sport Lisboa*

⁵ (Barcklay 2006)

⁶ (Mateus 2012)

Benfica, for the first time, as a main coach. *Benfica* was dealing with bankruptcy and struggling to get out of a difficult situation where it could barely follow clubs such as Sporting and FC Porto. Mourinho had to build a team of ambitious players, young and Portuguese, and he also had to present results for the elections within six weeks. The president who had bet on him, Vale e Azevedo, turned out not to be elected. Under the promise of presenting a new coach, Manuel Vilarinho, *Benfica*'s new president, let Mourinho hold on to his contract only until the end of the season. Despite opening the worst way possible, results started to appear. He changed its culture a little bit, made the players train with less indifference and aimed for the reports to show up with more knowledge and accuracy. After a glorious victory before his great rival, Sporting, José Mourinho demanded his contract to be extended. Only three months passed since his arrival at *Benfica* and Mourinho had already shown characteristic traces of personality: his conviction and confidence. Watching his desire repealed, he rescind the contract with *Benfica*. (see **Exhibit IV**)

In August 2002, José Mourinho moves to *União de Leiria*. There, for the first time, he built a team with time from the start. Enjoying the freedom to adopt his culture, the first results started to come up fast. The players were motivated by the words of Mourinho during his first day at work: "I have no doubt that, sooner or later, I will go to a bigger one. When that happens, I promise, some of you will go with me"⁷. About Christmas time, the *União de Leiria* was able to reach a new historical fourth position in the League. However, a club from Portugal started to wave, once more, in his direction: an old friend who endured inglorious times, FC Porto.

FC PORTO (2002- 2004)

*The only thing I want to say is that we are the best team in normal conditions, and in normal condition we will be champions. In abnormal conditions...we will also be champions.*⁸

— José Mourinho

⁷ (Oliveira, Amieiro, Resende, Barreto 2006)

⁸ (Luis Lourenço 2006)

On the day of his presentation to the press, José Mourinho left astonished the sports country: "I am sure that next year we will be champions"⁹, he reiterated. On his first day at the club, he started challenging adversaries; one year and a half earlier, he was already ordering champion tracks. In January, FC Porto had neither been able to achieve more than a miserable sixth place nor had them been champions for three consecutive years. A similar situation only occurred back in the seventies. The president, Pinto da Costa began to be questioned. The club was ready for a change. Mourinho just knew what they needed and that was precisely what he got them. During the last six months of the season, José Mourinho began the reconstruction of Porto's team, setting the basis for agreements which led players from the Portuguese league, specially from União de Leiria (as he promised), to FC Porto. He desired to make the team more Portuguese and ambitious. By the end of the season, he achieved an acceptable third place.

On the beginning of the season 2002/03, the team showed great levels of complicity and trust. Mourinho was satisfied with what they had reached. The coach promoted the balance between professional demands and players' personal lives and them, in return, corresponded with results and union: "He adapted to the physical conditions of the players. He would often give us time-off when noticing we needed that. He even said to me once, 'Go three, four days to Brazil', because he knew I would come back happier and with the urge to make it up for him"¹⁰, he told Deco, as FC Porto's player. With the course of the season, quickly appeared the first tough tests: FC Porto was in the quarter-finals first leg when they were surprised by a home defeat to *Panathinaikos*. Mourinho's team was in tatters and the adversary's coach, Fernando Santos, was celebrating at the stadium of FC Porto. After pointing some challenge words to *Panathinaikos*' coach, he turn to his team and said: "If there is someone who doesn't believe in the victory, say it now and I am going to take another one with me to Greece"¹⁰. Players begin themselves to believe they could win it all. According to Jorge Costa, Porto's captain, José Mourinho's actions provided them with an absolutely incredible mood. In Greece, FC Porto won 2-0 and went

⁹ (Luz 2010)

¹⁰ (Luís Lourenço 2011)

to UEFA Cup semi-final, without any contestation. With José Mourinho, everything seemed easy. The game which would almost guarantee Porto's victory in the championship was scheduled in stadium of Luz. In order to get, indirectly, the team in the right mood to play, José Mourinho transmitted them a message of total superiority over Benfica during the training of preparation for the game: "When losing, Camacho, Benfica's coach, exchanges Zahovic by Sokota. Well, when I started trainings, I did that precisely in order to prepare my team against Sokota's attacks. While training with constrains, I was transmitting a message of trust in victory"¹¹. After thirty minutes, FC Porto was winning 1-0 and Camacho maid the predicted exchange, the players just had to follow the Mourinho's plan. In the end of the season, they lifted the cup. By this time, José Mourinho's convictions about becoming a champion, under normal or abnormal conditions, were confirmed. He turned out to win more than what he had planned one year and a half earlier: he won UEFA Cup, *Taça de Portugal* and the *Superliga*. (see **Exhibit V**)

In the new season, after FC Porto had won everything they were involved in, José Mourinho was afraid that the status the players meanwhile acquired could lead some to a wrong interpretation of their freedom in field. With all this vision which is a characteristic of Mourinho, he changed the tactical method in order to oblige his players to be naturally disciplined, accurate and focused. In a simple way Mourinho was able to create a team stronger than before and capable of reaching higher in 2003/04. With a well consolidated hegemony to control the Portuguese championship, only a "shark" could detain them in Champions League. He never showed great conviction they could win, only nourished this certainty after the dramatic survival operated when they visited Manchester United. After winning the first leg 2-1, in Old Trafford, FC Porto was losing: "At 90 minutes, my team was eliminated, and, at 91, was in the quarter-final"¹², said Mourinho, after the game, with a tie accomplished. This game was followed by those with *Olimpique Lyonnais*, *Real Club Deportivo de La Coruña* and *Monaco Football Club* – nothing stopped FC Porto from winning the Champions League. After 16

¹¹ (Luis Lourenço 2006)

¹² (Barcklay 2006)

years since the last one, FC Porto was at the top of world football. Mourinho had changed the Portuguese football legacy and finished another season full of records. In this glorious final, José Mourinho was going through one of the most difficult nights of his life to accept: "I was overflowing with emotions in conflict, knowing that I was going to leave the club."¹³ A very special coach was about to be born in the world of football. Two years earlier, José Mourinho was coaching at *União de Leiria* with one thousand people watching, now, he moves to the new, millionaire club of London, Chelsea FC, becoming the most well paid coach in the world.

CHELSEA FC (2004 – 2007)

*Please do not call me arrogant, but I am European champion and I think I am a special one.*¹⁴

– José Mourinho

In England, Manchester United and Arsenal had shown an enormous superiority over all the other clubs since the foundation, in 1992, of the Premier League. One year earlier, Chelsea had exited from bankruptcy to become the richest club in the world. Its owner, Roman Abramovich, boasted huge plans and was counting on Mourinho to put Chelsea on the track of the great English and European clubs. Until mid May 2004, Mourinho's main image in England was the run he performed along the sideline, in his overcoat, to celebrate the equalizer, at 91 minutes, by FC Porto against Manchester United (see **Exhibit VI**). This passionate image changed rapidly though. Before going to his vacation activities, he went to Chelsea to give instructions and to address, for the first time, the English press. Now, the previous image of the coach would be replaced by the first pages of the newspapers, quoting Mourinho: *I am the Special One*. David Moyes, a British coach, reported the first thought he had when bumping into those words: "It wasn't possible to exhibit that kind of arrogance, in this country, and getting away with it. I think there were many waiting on the line to punch him"¹⁵. For the

¹³ (Mateus 2012)

¹⁴ (Luz 2010)

¹⁵ (Bernard 2004)

players of Chelsea, his presentation reinforced the certainty they will work with a man who knew what he wanted and how was he going to get it.

Around Christmas of 2004, nobody could imagine the country would like Mourinho so much. It could be proved he was the most admirable personality in the football world. His image, always with beard, overcoat and loose tie, had arrived to stay and redesign the football structure in England. In Christmas, Chelsea carried a big point difference and until February they seem not to be in the mood to lose points. With Mourinho, the union and the spirit of the team arrived easily and in abundance: "Few weeks after entering our lives, Mourinho had take us from being a talented group with potential to win major honors to a team which would settle for nothing less. He had win our hearts and minds"¹⁶, told Frank Lampard. Players were fascinated with the new techniques and the type of preparation they watched not only during trainings but also in games. Didier Drogba defined him as follows: "On the bench, I heard him describing what was going to happen in a highly exact manner. Sometimes, this was kind of disconcerting, as if he could 'see' the future"¹⁷.

In February, when Chelsea's entourage landed on Barcelona, Mourinho seemed to be at his best. The relationship with players was fantastic, and his supporting of the squad could not have been more explicit. Mourinho believed in his players and they felt the same for him. Under a huge pressure from the press for the Chelsea to proclaim itself in Europe, and with a wearing growl from FC Barcelona fans seeking for Mourinho (The Translator, as they called him) not to succeed, this Champions League eighth-final game was way more than what could seem at first. During the first press conference, Mourinho, assembled all the press in a basket as well as everyone who addressed him as "El Tradutor", telling everyone the starting lineup of Chelsea FC, FC Barcelona and the arbitration team, and, arrogantly – one of his features –, referred that FC Barcelona hold as many European titles as him. Despite being a brilliant maneuver in order to stimulate his players and discourage the opponents, transmitting the message that FC Barcelona had no secrets, Mourinho did not achieved the

¹⁶ (Lampard 2006)

¹⁷ (Luís Lourenço 2011)

success he craved for, at least, in the first leg. At the end of a very polemic game, the press's attention focused again in Mourinho who made very controversial accusations regarding the arbiter's behavior as well as that from Barcelona's coach. Anders Frisk, the match referee, never returned to arbitrate. A battle against FC Barcelona had just begun (see **Exhibit VII**).

Four days later, February 27 2005, took place the first final of Mourinho in England: the Football League Cup. Chelsea was losing, trailed by a goal, at a quarter of an hour from the competition's end, when Steven Gerrard, Liverpool's captain, scored an own goal. Mourinho, celebrating the goal, raised from the bench, with a smile on his face, asking Liverpool's fans to shut up (see **Exhibit VIII**). He had to watch the end of the game on the television station Sky cabin. Despite the victory 3-2, his attitude was considered by many a terribly childish act and that made Mourinho lose some of his status, placing him on the covers of newspapers once more. He was stalked by all the press after these two incidents. Everything ended up with a law suit and a complaint to the English Federation and UEFA. However, Mourinho was not preoccupied with pressure: "If I wanted to have an easy job...I would have stayed at FC Porto – beautiful blue chair, the UEFA Champions League trophy, God, and after God, me"¹⁸, he referred. All the public crucifixion Mourinho had to endure during the remaining months would bring no problems to the dressing room that supported him massively. It brought only more motivation – "The controversy merely fuelled our motivation"¹⁹, said Frank Lampard. Mourinho's attitude acted as a distraction for adversaries, a help that relieved the pressure over the team. The team remained united against any risk that might arrive and never gave up until the battle, the English Premier League, was won. The old British myth according to which no one in his first year in the country could win Premier League was finished by him.

History had just been made. Mourinho injected a winning attitude into Chelsea, instilled into players the belief that victory would be a constant. "He had an intuitive understanding of the way people work, of their dreams

¹⁸ (Charles 2007)

¹⁹ (Lampard 2006)

and desires, and how to harness that energy and convert it into a winning formula²⁰, said Frank Lampard. It was this way that Chelsea's attitude remained during the season 2005/06. Often, they did defeat other teams neither for playing better, nor for having better players. What happened was they had more winners in field and a mindset of winning. In the end of the second season, Mourinho would win the second English Premier League and be the winner of the FA Community Shield. It was fascinating to see how Chelsea was able to win for the second time the most important English competition, the Premier League, after fifty years without even having aspirations for that. Mourinho made one more of his famous transformations into Chelsea, the club had just entered the big European teams' radar.

In the next season, Chelsea tasted defeat for the first time since Mourinho's arrival. Chelsea tied in Arsenal's territory and left Manchester United an open door to raise the Premier League title. To lose was a new experience and all the press questioned the reaction this would provoke in Mourinho. After the final whistle, Mourinho, running towards his fans, took his hand right to the chin, while directly increasing to head up to the point of having to lower his eyes to stare at the crowd, Mourinho's chin was up (see **Exhibit IX**). Fans got the message and immediately burst into applauses to the champions who had, there, ceased to be. With Mourinho, you always think about the future. This homage was not more than the beginning of the preparation for the game with Manchester United, the English Cup final. Mourinho's response was what helped the rehabilitation of his players, the fans union and the reinforcement of the group's bonds. Two weeks later, players repeated their coach's gesture, this time having won the FA Cup and also the Football League Cup (see **Exhibit X**). In seven years only, José Mourinho had accomplished his initial desire of becoming main coach, winning the same number of titles like those for which he had collaborated as an assistant coach.

Two months after the beginning of the season 2007/08, Roman Abramovich, tired of Chelsea's playing style and disappointed with the few success of the team in the European competitions, decided to put an end to the

²⁰ (Lampard 2006)

contract with José Mourinho. The football fans and players were in shock. The Russian millionaire was firing the coach who had given Chelsea, for the first time, a prominent position in the English championship as well as visibility at a European level. Once more, Mourinho endured a painful farewell: "The fans are upset, the players were crying yesterday, and I was crying too"²¹, José Mourinho said during goodbye. For the memory, remained the unique words from Gordon Brown, then British Prime Minister: "José Mourinho has made a significant contribution to British football in a short period of time and he is also one of the great characters of the game"²², and also the way Frank Lampard introduced a chapter of his autobiography, titled *Special One*: "It is not often you can say with conviction that someone has changed your life, but know it is true of José Mourinho"²³.

FC INTERNAZIONALE MILANO (2008 – 2010)

I studied Italian five hours a day for many months to ensure I could communicate with the players, media and fans. Ranieri - Juventus coach - had been in England for five years and still struggled to say 'good morning'.²⁴

– José Mourinho

After a few weeks running rumors he would be the next FC Inter coach, Mourinho's contract was official in 2 June 2008. José Mourinho started to prepare the season 2008/09 in his first press conference. His initial attitude left sealed the relation he was going to have not only with the club, players and fans, but also with the other clubs of this country. He underlined the fact of not being a *Special One*, to emphasize that what was really special was Inter, remembering the club's great historical importance. All this marked the players positively: the posture, the message but, above all, the fact of being fluent in Italian. Mourinho had ahead of him a frustrated team at a European level, but was dedicated to this project, this club.

²¹ (Pastor 2013)

²² (Luís Lourenço 2011)

²³ (Lampard 2006)

²⁴ (Soccerlens 2011)

Immediately causing waviness in Italian football, through his controversial relationships with the press, and the struggles with his main rivals, Mourinho had come to leave his mark. In his first season, Mourinho won the Italian *Supercoppa* over *AS Rome*, and won the *Serie A* (Italian League) with a margin of 10 points over *AC Milan*. Despite his success in home competitions, his initial campaign had been seen, by some fans, as a failure, given that he could not go farer than his predecessor in his European campaign: he stood up for the eighth-final of Champions League. Mourinho was using his first season to build a team that suited him. Relying on a team that was more experienced than ever, Mourinho began by operating a revolution within the squad, introducing some new players, younger ones, and by taking advantage from all the knowledge and maturity the squad already had in order to motivate them to reach higher.

The beginning of the season 2009/10 was not going as planned. Inter lost the *Supercoppa* to *Lazio*. They only managed seven points in six games and Mourinho was surrounded by polemic because of frontally criticizing referees and for having been suspended for three games after making a provocative gesture in a crowded stadium: he folded his hands in the air as if he had been arrested (see **Exhibit XI**). In April, however, his luck changed. He was in the first place for *Serie A*; qualified for Italian TIM Cup final; became the first coach reaching a Champions League mid-final with three different clubs and, above all, he managed to accomplish his second Champions League final, after surpassing FC Barcelona. "I won the UEFA Cup final, I won the Champions League final, I won big matches, I had great moments in my career but this one is the best one"²⁵, this was how Mourinho defined his feelings after beating "the best team ever", FC Barcelona (see **exhibit XII**). After 38 years, Inter was once more in a Champions League final. In two weeks, Mourinho's Inter guaranteed victory in Italy TIM Cup over Rome; assured triumph in the Italian *Serie A*, winning at home over *Siena*, and guaranteed Champions League, winning at Santiago Bernabeu, over *Bayern Munich*. Thus, Inter became the only Italian club conquering the triplet: winning the Italian Cup, the Domestic Championship and one European competition. Mourinho reached his second triplet (FC Porto and Inter). As usual with solid bond between him

²⁵ (Pastor 2013)

and the players, at the end of the game, Mourinho admitted he was sad for it was his last game as Inter's coach, leaving the door open for a possible transfer to Real Madrid CF. "If you don't coach Real Madrid CF then you will always have a gap in your career"²⁶, he said. Players were heartbroken: *If you leave, I'll quit playing*, whispered Materazzi in Mourinho's ear, clearly moved.

REAL MADRID CF (2010 – 2013)

*I am a coach, I am not Harry Potter. He is magical, but in reality there is no magic. Magic is fiction and football is real.*²⁷

– José Mourinho

José Mourinho had become an object of veneration for Real Madrid CF after defeating FC Barcelona in the semi-finals of the Champions League in season 2009/10. For the first time in 50 years, Real Madrid CF, the club with the most international titles, was not the unquestionable reference in Spanish football. A change of hegemony had occurred, precisely when Spanish national football teams were living a golden age. FC Barcelona, with plenty of players formed in that club, was considered the best team of the world. However, even though Mourinho had a pressure for winning every game (a potentially dangerous expectation), Real was willing to take this risk, willing to give him all the necessary power to redesign the institution to his measure.

In the presentation of the new manager, José Mourinho confessed he wanted to build a special empathy with the players of Real Madrid CF: "Only with this kind of empathy is possible to accomplish totally unexpected results; this kind of empathy makes players mine forever. This is the kind of relation I want to establish with my actual players that are now Real Madrid CF players"²⁸. Mourinho was willing to give it all once more for a new group full of very young players with records, recognized worldwide, who were in the club not because of

²⁶ (Eldergill 2012)

²⁷ (Charles 2007)

²⁸ (Pastor 2013)

liking it but to be in the biggest club of the world (see **Exhibit XIII**). At the beginning of the 2010/11 season the team was showing an abnormal apathy for the beginning of the season, Mourinho tried to differ his motivation tactics in order to achieve fast results: from criticizing publicly a new player, to prolonging Christmas vacations according to the volume of goals they scored in the last game of 2009. Every week, José Mourinho was subjected to a continued pressure to win, the margin for error was zero. He tried it all. However, these maneuvers were insufficient to fight FC Barcelona. Real lost five zero. Mourinho confessed: "This is the worst lost of my career. I had never lost 5-0 before, undoubtedly, but easy to assimilate. A team played with its maximum potential and the other player really badly. A well deserved victory and a well deserved lost as well"²⁹. Mourinho demanded the club transformation, asking for the necessity to resist FC Barcelona as the most important thing. He requested power in order to lead the sport strategy, to coordinate the buys and sells to redesign the organization chart. He argued that Jorge Valdano was dispensable. He ended contacts between players and press, interviews in general, and finished the family and friends visits in the training centre of Valdebebas. At the end of the day, the press saw a social club, open to journalists and members, becoming an isolated club, separated from any kind of possible distraction. In the end of the season 2010/11, Real Madrid CF lost the championship to FC Barcelona; stood at the Champions League mid-finals, eliminated by FC Barcelona in a very polemic game and won *Copa del Rey*. Despite finally reaching a Champions League mid-final after eight years and winning a *Copa del Rey* twenty years later, that was not enough. Real Madrid CF had hired Mourinho to contain FC Barcelona and that was what he had to do.

With the arrival of the new season, Mourinho reached the top of the power. Never so many resources had been made available to him before. He altered Real Madrid's chart structure and managed for Jorge Valdano to be fired. But, at the bottom of the team a intolerable division could be felt. The press talked about a new Mourinho who had a group of favorite boys; said that he showed some players care and security and indifference to other; that he placed success above any consideration and only cared about winning. Despite all this public mumble,

²⁹ (Torres 2013)

Real Madrid CF reached an exceptional season, managing to break, for the first time, Barcelona's hegemony. For the second time in a row, Real Madrid CF got to the Champions League semi-final, eliminated on penalties, and won the Spanish *Liga BBVA* setting the scoring record in a season, 100 points, and the record for most goals in a season, 126 goals.

In the beginning of the season 2012/13, Real Madrid CF started to show the first serious signs of exhaustion. "I know Madrid is a special club. Madrid is politics. Madrid is not about football, Madrid is not about sport, is about many things around"³⁰, said Mourinho in a press conference. Mourinho was tired over the lack of support from his players and the club. The press instilled into Mourinho an enormous pressure for his attitudes, particularly, during the meetings with FC Barcelona, where he was accused of having had a very polemic discourse, questioning the relation between FC Barcelona and UNICEF, and of assaulting Tito Vilanova (see **Exhibit XIV**). Adding to this, players could not manage the additional pressure and motivational factors, characteristic of José Mourinho. They were choking with accusations against referees, the persecution to FC Barcelona, the claims against the calendar of the games and the isolation in which they lived. They also showed disbelief in his game system, based on a good defensive posture with quick counterattacks. For *Madridistas* this strategy only had the purpose to favor Ronaldo's game style. Moreover, Mourinho showed more cruelty in public with these players than with any others from previous clubs. Concerning Casillas, he was the strongest sign of a total rupture in Real Madrid CF squad. In the end of the season, Pepe had been away from the draftees for publicly defending Casillas and the goalkeeper did not even represent a second option to Mourinho. They ended the season with a *SuperCopa*, a second place in the Spanish League and the third Champions League mid-final in a row. Mourinho was fired and FC Barcelona carried on with its supremacy. The public and Real Madrid CF squad was divided: some were finally satisfied, the others were perplexed with this ending. Never a farewell had cost so little to Mourinho, who seemed happy to close this chapter.

³⁰ (Soccerlens 2011)

THE PRESENT DAYS (2013)

*The title race is between two horses and a little horse that needs milk and needs to learn how to jump. Maybe next year we can race.*³¹

— José Mourinho

During his second introduction as coach of Chelsea, he had become "The Happy One". Beyond confirming his happiness, he indirectly proved the troubled relationship he had had with the squad of Real Madrid CF: "The selfish players who do not care about the club are a big problem. There are some players who are not willing to accept a set of rules and there begins the problematic relationship". Mourinho had not yet forgot his first career defeat; however he was ready to start a new team with his old passion, Chelsea FC. Starting a season with a team that was not able to fight in every battle, handicapped by a top-striker, Mourinho achieve the minimum requisition in his first returned season. Despite beating their top-four rivals and making the best point performance in Premier League (82) since the season 2009/10, Chelsea FC finished in only third place. Having rise and falls during the season - Mourinho became the first coach to reach eight semi-finals in champions league, but end up with is outstanding record of nine years without losing at home - nothing can argue against the support of Chelsea fans, which are ready to see José Mourinho in the next twenty years as Chelsea coach.

JOSÉ MOURINHO: HEAVEN AND HELL

*This is the worst season of my career. With a title that is not enough for me and also not enough to a club such as Real Madrid.*³²

— José Mourinho

José Mourinho was considered by FIFA the best coach alive in 2010; receive the award of Premier League best manager two times in row (2004/05 and 2005/06); and accomplish twenty major titles in only fourteen years.

³¹ (Law 2014)

³² (Torres 2013)

José Mourinho offered FC Porto, Chelsea FC and FC Inter the biggest victories of their history in the latest times. Despite all this success, in Real Madrid CF was a different history. The club gave Mourinho everything: power, money, time and trust. However, regardless of having collected numerous titles, apparently he did not reach the objective which he was hired for: to contain the supremacy of FC Barcelona. José Mourinho was not able to create the same charismatic leadership with the squad of Real as he did in other clubs. This time, players were not fascinated with his method. There was not any crying in his farewell. There was no one claiming he had changed his life as a player. What could have gone differently at Real Madrid CF for him not to achieve the same success he did in the other clubs?

In appendix follows a Teaching and a Discussion Note crucial to understand the practical value of “José Mourinho, The Special One: A Pedagogical Case”. The documents were not included by lack of space.

Exhibit I Europe's Most Decorated Football Clubs³³

Rank	Club	Country	Champions League	Domestic leagues	Domestic Cups ³⁴	Total
1	Real Madrid	Spain	10	32	19	61
2	AC Milan	Italy	7	18	5	30
3	Bayern Munich	Germany	5	23	17	45
4	Liverpool	England	5	18	7	30
5	Ajax	Holland	4	33	18	55
6	Barcelona	Spain	4	22	26	52
7	Manchester United	England	3	20	11	34
8	Inter Milan	Italy	3	18	7	28
9	Benfica	Portugal	2	33	25	60
10	Juventus	Italy	2	30	9	41
11	Porto	Portugal	2	27	16	45
12	Nottingham Forest	England	2	1	2	5
13	Celtic	Scotland	1	46	36	83
14	PSV Eindhoven	Holland	1	21	9	31
15	Feyenoord	Holland	1	14	11	26
16	Marseille	France	1	10	10	21
17	Aston Villa	England	1	7	7	15
18	Borussia Dortmund	Germany	1	5	3	9
19	Chelsea	England	1	4	7	12
20	Hamburg	Germany	1	3	3	7

Source: Case writer analysis, UEFA.com, club's websites.

³³ Only includes clubs that compete in major European leagues and have won the Champions League. Ranked by Champions League wins, then Domestic League wins, then Domestic Cup wins.

³⁴ For the purpose of comparability, only includes the National Cup under Domestic Cups.

Exhibit II José Mourinho's Assistant Manager Career

Club	Official Games	Period
Clube de Futebol Estrela de Amadora	7	August 1990 – November 1990
Sporting Clube de Portugal	59	August 1992 – December 1993
Futebol Clube do Porto	112	January 1994 – May 1996
Fútbol Club Barcelona	206	August 1996 – May 2000

Source: Case writer analysis.

Exhibit III José Mourinho's Assistant Manager Honors

Club	Title	Times Won	Years
FC Porto	SuperLiga	2	1994-95, 1995-96
	Taça de Portugal	1	1993-94
	Supertaça	1	1993-94
FC Barcelona	Copa del Rey	2	1996-97, 1997-98
	UEFA Cup Winners' Cup	1	1996-97
	Supercopa de España	1	1996
	Liga BBVA	2	1997-98, 1998-99
	UEFA Super Cup	1	1997

Source: Case writer analysis, club's websites.

Exhibit IV José Mourinho's Manager Career

Club	Official Games	Period
Sport Lisboa e Benfica	11	September 2000 – December 2000
União Desportiva de Leiria	20	August 2002 – January 2002
Futebol Clube do Porto	127	January 2002 – May 04
Chelsea Football Club	185	June 2004 – September 07
Football Club Internazionale Milano	108	June 2008 – May 10
Real Madrid Club de Fútbol	178	June 2010 – May 13
Chelsea Football Club	-	June 2013

Source: Case writer analysis.

Exhibit V José Mourinho's Manager Honors

Club	Title	Times Won	Years
FC Porto	SuperLiga	2	2002-03, 2003-04
	Taça de Portugal	1	2002-03
	UEFA Cup	1	2002-03
	Supertaça	1	2003
	Champions League	1	2003-04
Chelsea FC	English Premier League	2	2004-05, 2005-06
	Football League Cup	2	2004-05, 2006-07
	The FA Community Shield	1	2005
	The FA Cup	1	2006-07
FC Internazionale Milano	Serie A	2	2008-09, 2009-10
	Supercoppa	1	2008
	TIM Cup	1	2009-10
	Champions League	1	2009-10
Real Madrid CF	Copa del Rey	1	2010-11
	Liga BBVA	1	2011-12
	Supercopa de España	1	2012

Source: Case writer analysis, club's websites.

Exhibit VI José Mourinho sprints down the Old Trafford Touchline



Source: Compile from Daily Maily, case writer research.

Exhibit VII Record of José Mourinho as Manager against FC Barcelona

Club	Competition	Victory	Draw	Loss
Chelsea FC	Champions League	2	2	2
FC Internazionale	Champions League	1	1	2
Real Madrid CF	Liga BBVA	2	2	2
Real Madrid CF	Copa del Rey	2	2	1
Real Madrid CF	Champions League	-	1	1
Real Madrid CF	Supercopa	1	1	2
Total	All Competitions – 27 games	8	9	10

Source: Compile from www.transfermarkt.co.uk, case writer analysis.

Exhibit VIII José Mourinho teasing Liverpool fans in Football League Cup final



Source: Compile from Daily Maily, case writer research.

Exhibit IX José Mourinho defeated for the first time



Source: Compile from Daily Maily, case writer research.

Exhibit X Didier Drogba repeating the Mourinho gesture



Source: Compile from Daily Maily, case writer research.

Exhibit XI José Mourinho handcuffs sign



Source: Compile from The Guardian, case writer research.

Exhibit XII José Mourinho celebration after winning FC Barcelona



Source: Compile from Daily Maily, case writer research.

Exhibit XIII Comparisons between the squad of José Mourinho Team's³⁵

Club	Age Average	National Titles ³⁶	Club Competition ³⁷	Domestic League	Domestic Cups ³⁸	Total	Predicted Titles ³⁹
FC Porto	26,73	0	2	21	19	42	42,9
Chelsea FC	25,55	1	10	9	5	25	25,6
FC Inter	28	6	6	32	19	63	62,6
Real Madrid CF	25,27	7	13	26	9	55	20,3

Source: Compile from www.zerozero.pt, case writer analysis.

Exhibit XIV José Mourinho assaulting Tito Vilanova



Source: Compile from Marca, case writer research.

³⁵ Only includes the eleven players with more minutes on the first season with Mourinho as coach.

³⁶ For the purpose of comparability, only includes titles acquired in the senior squad.

³⁷ For the purpose of comparability, only includes the major European trophies, Brigestone Libertadores Cup, and the already extinguish UEFA Intertoto Cup, UEFA Cup and UEFA Cup Winners Cup.

³⁸ For the purpose of comparability, only includes the National Cup under Domestic Cups.

³⁹ Correlation between: FC Porto, Chelsea FC and FC Inter data history. In order to calculate the predicted titles for a specific age.

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JOSÉ MOURINHO, THE SPECIAL ONE: A PEDAGOGICAL CASE

APPENDIX

JOÃO FILIPE DIAS CARDOSO
Student Number 1374

A Project carried out on the management course, under the supervision of

MIGUEL PINA E CUNHA

JUNE OF 2014

TEACHING NOTE

CASE SYNOPSIS

José Mourinho, with only fifty years old, is already considered one of the best coaches ever. With a distinct manner of being in football, with a speech and an image different from what existed, he came to display a new type of leader. Mourinho is a charismatic leader that has been able to create strong teams in a short period of time, reaching always their main objective, trophies. Just in ten years as assistant manager he won eleven titles, and in fourteen years as manager he won twenty trophies, more than one title per season. He has this unusual capacity to stimulate fascination and loyalty, but also annoyance -“He manages dreams, imitations, and inspirations, but he also provokes hatred and passion, because of his winnings, his apparent arrogance, his beard, his overcoat, his sore and provocative statements, or even by the fact of being always under the spotlight”⁴⁰. As a manager, in every club he pass was able to connect with the group turning teams into symbols: Mourinho’s Porto, Mourinho’s Chelsea and Mourinho’s Inter.

The purpose of “José Mourinho, The Special One: A Pedagogical Case” is to reflect about the leadership role of José Mourinho in Real Madrid CF, considering his background experiences in FC Porto, Chelsea FC and Inter FC. In Real Madrid, he was not able to create a group with plenty of motivation and ambition, leading to not achieve Real Madrid main goal, contain FC Barcelona.

The students are invited to discuss (a) the importance of a strong leadership, (b) how leaders should or should not influence the organizational culture, (c) the key role of leaders managing their human resources, and (d) main characteristics that a leader should have in order to be effective in the presence of different contexts. They are also strongly encouraged to brainstorm about the main reasons on why the same leader can have different results applying the same leadership method.

⁴⁰ (Luís Lourenço 2011)

THEORETICAL FOUNDATIONS

The case is mainly focused in the leadership process, charismatic leadership and contingency theory of leadership. However it also intended to introduce concepts related to the importance of an organizational culture, the influence of leaders in the organizational culture, the way leaders should manage human resources, the talent management, and the different approaches to different contexts. The case describes how a strong charismatic leadership can be build, one that drives to ambition, confidence and union (FC Porto, Chelsea, Inter), and also presents a contrast vision of how a leadership should not be made, lacking on cultural, human and context adaptation (Real Madrid CF).

Several studies have debated the importance of leadership. It has been described as “the process of social influence in which one person can count on the support of others in the accomplished of a common task”⁴¹. Research shows that leadership can have a direct affect on the outcome of a company, a group, or even, a team. The leader should always be aware of the potential results of a change in the organizational culture; should study the best way to manage the human resources talent; and take crucial time to evaluate the context where the organization and the human resources are involved.

A strong leadership can increase motivation, good leaders know how to inspire people working for them; decrease conflict, good leaders command respect which decreases the frequency of individual challenges; increase employee retention, good leaders give their employees voice and make them feel appreciated, as a result, make them stay; increase the development of talent, a good leader will provide constructive criticism and mentor those who show potential. All these consequences of a good leadership help unifying the work team and present good outcomes. On the opposite side, a weak leadership can bring conflict, decrease on the productivity, lack of confidence and motivation and as last resort to layoffs. In this case we have examples of two opposite sides of a leadership, both done by the same leader, José Mourinho.

⁴¹ (Chemers 1997)

TARGET AUDIENCE AND LEARNING OBJECTIVES

This case study is suitable for Master and Bachelor level courses in management. It is intended to be used in leadership, communication, organizational behavior or human resource management modules. It may be also be used in strokes targeting the context and cultural approach to an organization.

The course introduces notions linked with leadership types, charismatic leadership, organizational culture, the influence of leaders in the organizational culture, management of different types of human resources, the talent management, and approaches to different contexts. The learning objectives of the case study are the subsequent:

- Testing participants to think critically about the benefit of a charismatic leadership.
- Supporting students to understand the importance of an organizational context preparation.
- Introducing different types of leaderships.
- Understanding the importance of respecting and accepting an organizational culture.

TEACHING APPROACH AND CASE STRATEGY

This section shows some guiding principles for (1) a 60-minute class, (2) a 90-minute class. In no way should this proposal limit any other approach. As the discussion develops, unpredicted topics related to the students' experiences and knowledge may emerge. The instructor should not miss the opportunity to explore the different opinions that will emerge during the discussion. A possible teaching approach for the case is the following:

1. Invite students to read and prepare the case in advance. They also should answer the different tasks (next section) before class.
2. The discussion can be more productive if students have previously some theoretical knowledge about leadership.
3. Present the learning objectives described in the previous section.
4. Start the class discussion by asking some general opinions about the case implications. You may also consider the following trigger questions:

- What is a charismatic leader and which outcomes does it bring?
- It is important to have a charismatic leader? It can be harmful?
- Have students already work with a charismatic leader?
- What influences an organizational culture?
- How can leaders influence organizational culture? Should they do it?
- Do you think leaders should manage human resources talent in different ways? Why?
- How important is the: context of an organization and context of the human resources?

5. Two possible sessions are presented below:

Session 1 60 minutes lesson	Session 2 90 minutes lesson
<p>15 minutes</p> <p>General introduction (tasks 1 and 2):</p> <ul style="list-style-type: none"> • Introduction to the importance of leadership 	<p>15 minutes</p> <p>General introduction (tasks 1 and 2):</p> <ul style="list-style-type: none"> • Introduction to the importance of leadership
<p>40 minutes</p> <p>Case Study Core Themes (task 4):</p> <ul style="list-style-type: none"> • Charismatic Leadership • Talent Management 	<p>60 minutes</p> <p>Case Study Core Themes (task 4):</p> <ul style="list-style-type: none"> • Charismatic Leadership • Talent Management • Organizational Culture • Organizational Context
<p>5 minutes</p> <ul style="list-style-type: none"> • Final wrap-up • Why leaders can have different results applying the same leadership method? 	<p>5 minutes</p> <ul style="list-style-type: none"> • Final wrap-up • Why leaders can have different results applying the same leadership method?

6. The professor should present the following conclusions:
- A summary of the discussion.
 - The main takeaways from the discussion.
 - How the takeaways from the discussion can be applied in the leadership business world.
 - In the ninety minutes lesson the instructor should try to collect the main learning's on how leaders should handle moving to different contextual and cultural scenario.

TASK ASSIGNMENT

1. How to create a strong leadership and which benefits are achieved from that. Explain using José Mourinho as example from the pedagogical case.
2. Identify the personal characteristics presented in Real Madrid CF players. Explain how they differ from the previous clubs of José Mourinho.
3. How the talent management should be done in a club such as Real Madrid CF?
4. Which changes Mourinho made in Real Madrid CF culture? Which consequences came from that?
5. Why leaders should take crucial time to evaluate the context where the organization and the human resources are involved? Illustrate by evaluating the context of Real Madrid CF.

DISCUSSION NOTE

TASK 1

How to create a strong leadership and which benefits are achieved from that. Explain using José Mourinho as example from the pedagogical case.

The answer should cover the following topics:

- Definition of leadership: “the process of social influence in which one person can count on the support of others in the accomplished of a common task”⁴². Sometimes it can lead to a charismatic leadership. It is defined as “the irrational attraction felt by the masses for someone who inspires them with power and trust, love or hate”⁴³. A strong leader has the unusual capacity to stimulate fascination, loyalty and confidence. We can identify a leader when there is a cause-effect relationship between it charismatic leadership and the group productivity, and even, the satisfaction of the squad.
- Mourinho strong leadership is acquired due to:
 1. Contextual intelligence: “understanding the environment and taking advantage of bias”⁴³. According to Klein and House, “there are three elements that lead to the achievement of a charismatic leadership: a spark (the leader), the flammable material (followers open or susceptible to charisma) and the oxygen (the environment conducive to charisma)”⁴⁴. Like no one, Mourinho is able to mix these three elements together; an example was his arrival at Futebol Clube do Porto. When Mourinho (the spark) arrived at FCP, the team (the flammable material) occupied a modest sixth position in the Portuguese League, already away from the Cup of Portugal and almost out of the Champions League. The environment (the oxygen) was of crisis, with incredulous players and fans, needing a track, someone

⁴² (Chemers 1997)

⁴³ (Luis Lourenço 2006)

⁴⁴ (Klein 1995)

who made them believe in something. In front of these three elements, he created the combustion needed to the emergence of his strong leadership. Everything started when, in his first press conference, Mourinho stated: "Next year, we will be champions";

2. Knowledge: regarding his players, José Mourinho knows everything. He tries to take advantage of the qualities of some to hide the weaknesses of others. Every player knows his qualities and weakness and also the qualities and weakness from his colleagues. Thus, everyone knows the players around them;
3. Communication: José Mourinho uses a firm and frontal communication. He asks, inquires, demands participations, and wishes for opinions. By trusting his players, he manages to create an environment of dialogue with room for opinion. Like so, Mourinho does not feel bothered by asking and hearing his players' opinions about the methods of playing;
4. Motivation: during his career, in press conferences, in reunions with the squad, in private conversations, José Mourinho always underlines his players' talent. Through his credibility and trust, he is able to make the players feel special and unbeatable. For example, Frank Lampard testimonies precisely that: "I was last in the shower and turning to leave when I was stopped by the manager. 'All right, boss?', 'You are the best player in the world', 'You, are the best player in the world', 'Oh, thanks, boss!', 'Listen: a year ago Deco was a fantastic player but now he is in line to win the European Footballer of the year. Why do you think that is? I will tell you. A year ago he was the same player but now he has won the Champions League and the Portuguese title with FC Porto and he is proved he is one of the best. You are just as good as Zidane, Vieira or Deco and now all you have to do is win things. You are the best player in the world but now you need to prove it and win trophies. You understand?', 'Okay, Boss.'. He had elevated me to a new level and I felt a massive surge in confidence"⁴⁵. These Mourinho's attitudes are what provide players with an extra motivation;

⁴⁵ (Lampard 2006)

5. Anticipation: Mourinho does not like the unknown, therefore, he predicts problems in order to win. During the week of a crucial game, he asks the squad to imagine different scenarios of fifteen minutes each. Then, they discuss what they should do to reverse the result before an unfavorable scenario. On the other hand, during the week before a easier games, he applies game situations of a high level, or even impossible to deal with, in order to originate a lack of success and confidence. Therefore, players will put more effort in next games.
- Benefits of a strong leadership: be able to increase motivation, decrease conflict, raise productivity, retain talent, develop talent, build strong relations, and mature the interaction between everyone. In the method of Mourinho strong leadership allows him, mainly, to create cohesive, unify and strong groups. He can turn players into a group of champions, relieve all the potential of a team, establish a connection between fans, leaders, players and staff, protect his team from all the pressure, and also can inject his teams with a belief that victory could be a constant. In FC Porto, Chelsea FC and FC Internazionale could be noticed a cause-effect relationship between the charismatic leadership exercised by Mourinho and, on one hand, the group's productivity, on the other, the satisfaction of the led.

TASK 2

Identify the personal characteristics presented in Real Madrid CF players. Explain how they differ from the previous clubs of José Mourinho.

The answer should cover the following topics:

- The previous characteristics of Mourinho team's: humble players without any titles conquered, but with plenty of motivation and ambition. Mourinho was able to come out all the potential of the team, changing simple players into champions, constructing strong groups and solid groups. Injecting a winning attitude in

players and they begin to believe themselves. Mourinho “(...) take us from being a talented group with potential to win major honours to a team which would settle for nothing less”⁴⁶, said Frank Lampard.

- Mourinho Real Madrid CF team: a group of very young players full of titles and recognized worldwide. A team where every player wanted to lead, to have an opinion and where players dislike orders. Players could not manage the additional pressure and motivational factors and were not ready to cope with Mourinho, for example, in his communication strategy. Also, it was hard to motivate these stars because players do not go to Real Madrid CF because they like it, they go because they like what it means. For example, in FC Barcelona there is a different type of stimulation, since the majority of players came from the “Cantera” (youth academies of FC Barcelona) so they know each other and they love the club.
- Conclusion: despite Mourinho want give it all once more for a new team, even if it meant enduring another painful goodbye, this time human resources conditions were different. Mourinho change from humble players with a lot of motivation and without many titles, to a club with worldwide stars that just want to set records by themselves. This time players were not fascinated with his method, and were not claiming he had changed his life as a player.

TASK 3

How the talent management should be done in a club such as Real Madrid CF?

The answer should cover the following topics:

- Characteristics of Real Madrid CF players: young worldwide stars filled of titles; that have a great experience and background; want to lead the group; want to give opinions and comment every decision;

⁴⁶ (Lampard 2006)

want to be the first and the best in everything; want to set records; do not like orders; do not like to be set apart (bench); and do not like Real Madrid CF, they only like what means to be in that club.

- Definition of talent management: “set of interrelated workforce-management activities concerned with identifying, attracting, developing, integrating, motivating and retaining people”⁴⁷.
- In a club such as Real Madrid CF a leader should make a talent management, assuming that everyone is a star and as a big ego. Forward, these are the main advices on how a strong leader should manage a team of stars: do not over manage stars; be a problem solver for them; keep them between the lines, give flexibility but define very well the borders; help them to see what their “next level” is by setting higher goals for them; make sure they get the recognition they deserve; let them discover the right way; keep stars engaged and challenged; get them connect with something larger than themselves; reward them with something truly valuable (flexible hours, autonomy).

TASK 4

Which changes Mourinho made in Real Madrid CF culture? Which consequences came from that?

The answer should cover the following topics:

- The main changes that Mourinho made in Real Madrid CF culture:
 1. Structure of Real Madrid CF: Mourinho request power to lead strategy of sport, to coordinate the buys and sells, and to redesign the organization chart of the club. He removed the position of general manager from the structural chart of the club and so fired Jorge Valdano. Mourinho saw is position as coach reinforced with powers thus far no one other than the president had exercised in 110 years of history in Real Madrid CF;

⁴⁷ (Mellahi and Collings 2009)

2. Social position of Real Madrid CF: José Mourinho finished with the contacts between players and press, interviews in general, press conferences of players, and ended with the fans, friends and family visits in the training centre of Valdebebas. At the end, the press saw a social club, open to journalists and fans, becoming an isolated club, separated from any kind of possible distractions;
 3. Fans expectations in Real Madrid CF: in a club such as Real Madrid CF they have always to win every match, every competition, and every derby. Fans believe they are the largest club in the world and have the best players in the world. Mourinho asked for time and had to give up in some competitions so he could build a champion team and win titles. The fans did not like this way of action;
 4. Real Madrid CF the Galaticos Club: every player in Real Madrid CF requests to be in the first squad and also wants to be the best player in his position. When Mourinho arrived no one had is position safe. He ended up to put in the bench some of higher recognize stars of Real Madrid CF history, for example, Casillas.
- Consequences changing the culture in Real Madrid CF: lack of support from his players and the club; the fans and players showed their disbelief with his cause and with his game system; players felt that the loyalty demanded from them did not match the coach compromise; there was strong signs of a total rupture in Real Madrid CF squad; players could not manage the motivational and pressure factors; increase conflict; and the press instilled into Mourinho a enormous pressure.

TASK 5

Why leaders should take crucial time to evaluate the context where the organization and the human resources are involved? Illustrate by evaluating the context of Real Madrid CF.

The answer should cover the following topics:

- The main evaluations that Mourinho should made to understand the context of Real Madrid CF:
 1. Very strong internal competition: with a club like FC Barcelona that was not only the best Spanish team but also the best world team, the margin of error was zero. In Portugal, England and Italy if Mourinho draw or loose there was no drama, in Spain it was complicated because FC Barcelona won every match;
 2. There was a potential dangerous expectation: Mourinho had an amazing vectoring track. Mourinho had just won the Champions League defeating FC Barcelona. Fans star believing that they had the best team and the best coach in the world;
 3. Personal history with FC Barcelona: Mourinho had a long history with FC Barcelona. For four years he was the translator of the team. The press and the fans recognized him like that. There was a lot of emotional distress for Mourinho. He felt the need to prove to others and to himself that he could succeed;
 4. The Galaticos culture: the players were not used to have a code of conduct in Real Madrid CF. Mourinho in every club was known for implementing a restricted code of conduct.
- Reasons why leaders should evaluate the context of an organization: right definition of the team goals; identify the best way to deal with players, fans and press (stakeholders); understand the organizational culture; recognize the main threats for the team; know how to deal with expectations and problems; clear clarification of where the organization needs to be.

END NOTE

*Mourinho did not teach me how to play football. I know how to play football. What he taught me was how to play in team, which is something different. And that's why where he goes, he reaches success.*⁴⁸

– Didier Drogba

In FC Porto, Chelsea FC and FC Internazionale Mourinho was able to create a strong leadership that was translated into a unified and solid team. With these groups José Mourinho managed to leverage the player's capabilities, achieved the success, and, mainly, created a family. It was possible to notice by everyone the connection between the players, the way they celebrated together and the heartbroken manner how they split in the end of a journey. However, in Real Madrid CF was a different reality. That time, Mourinho was not able to create a special relationship with players, to unify the group, to embrace a consensual leadership, and, most of all, to create a team, a family. Maybe Mourinho should evaluate in a better way the context and the culture where Real Madrid CF was involved, maybe Mourinho needed more time, maybe Mourinho should manage the human resources in a different way, or maybe the players did not want to cope with Mourinho success. In the end of the day, Mourinho failed to create a team and never a farewell had cost so little to him.

⁴⁸ (Luís Lourenço 2011)

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