

A STUDY ON JOSE MOURINHO'S LEADERSHIP SKILLS AND PERFORMANCE ON FOOTBALL CLUBS

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Abstract

This study delves into the distinctive leadership style of Jose Mourinho, a highly acclaimed football manager known for his strategic acumen, charisma, and a track record of success with top-tier clubs. Mourinho's leadership philosophy is characterized by a unique blend of tactical brilliance, motivational prowess, and an ability to foster a winning mentality within his teams. The paper explores Mourinho's early career, tracing his rise from an assistant coach to his breakthrough with FC Porto and subsequent managerial roles at renowned clubs such as Chelsea, Inter Milan, Real Madrid, and Manchester United. It analyzes the key elements of Mourinho's leadership, emphasizing his tactical innovations, man-management skills, and the capacity to instill a winning culture in diverse football environments. Mourinho's tactical approach is dissected, highlighting his adaptability and strategic flexibility, evident in successful campaigns across different leagues. His charisma and ability to command respect from players are examined, offering insights into how Mourinho builds strong team dynamics and maximizes player performance. Furthermore, the paper explores the challenges Mourinho has faced during his managerial career, including controversies and high expectations. It discusses how his leadership style has evolved in response to changing football landscapes and the demands of different clubs. Drawing from his management and team performance, this research aims to provide a comprehensive understanding of his leadership philosophy. The study contributes to the broader discourse on leadership within the context of professional sports, shedding light on the intricacies of managing high-performance teams in the competitive world of football. By examining Jose Mourinho's leadership style, this paper not only offers valuable insights for football enthusiasts but also provides leadership scholars and practitioners with a compelling case study on effective leadership in dynamic and challenging environments.

1. Introduction

Football, basketball, cricket, and badminton are all carried on networks as professional sports games grow popularity (Zhu, 2020). Thus, supporters are demanding more from their favorite sports club and will do anything to support it. This will allow the sports club to operate as a business. A sports team is also an entertainment organization, and their success on the court determines their income (Inoue, 2017). Statista (2022) found that English Premier League match

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broadcasting increased revenue from 2013 to 2018. Although broadcasting revenues dropped in 2019 because to the global pandemic, it is expected to rise this year to pre-pandemic levels.

Several steps can help a sports team perform well. Real Madrid, a famous European football club, may demonstrate this. Fan devotion is based on team image, history, star players, achievement, and local sense of belonging (Lu, Hsia, and Hsih, 2020). Real Madrid wanted to remain Europe's premier sports team, thus they signed at least one star player for every football season (Real Madrid, 2021). Star players are media and fan favorites for their performance and appearance. Star players are one of the main reasons people support a club, therefore signing them from other teams may boost fan support.

Leadership's impact on sports team performance is rarely discussed. Sports teams need leadership on the court/pitch, in the dressing room, and in management. The table below compares Premier League head coach changes in England from 1992 to 1997 (Transfermarkt, 2021) to the last five years. From the trend, it's evident that the football team has started working toward firing the head coach and replacing him when performance drops. The club believes new leadership will improve performance. This scenario requires investigating the performance differences after the coach change. Today, sports teams often change head coaches to improve performance. When the team decides to change head coaches, they must make sure the new coach has good leadership skills and can take over and improve the team's performance. The modifications may not have the desired results, as the team may remain unchanged following the coach change. Smith (2020), a Sky Sports data analysis, found that English football clubs change managers more often than usual. According to his estimate, teams are likely to replace managers in May, when the campaign ends. The club evaluated the manager's performance review from the previous season when making the choice. He also presents data on club managers, showing that Southampton has the most (16 over 28 years), followed by Newcastle United (15) and Chelsea (14).

Evans (2022) from The Guardian Press also notices a trend in football where clubs swap managers following poor performance. This may be related to Smith (2020)'s Bounce Effect, where a manager change may temporarily boost team performance. For instance, Crystal Palace avoided relegation in 2014 after changing managers midway through the season, Garry Monk at Swansea, Paul Lambert and Steven Gerrard at Aston Villa. All these are examples of manager changes improving performance before returning to average.

A sports team's head coach links its frontline and backend (Rao and Thakur, 2019). To handle everyday tasks on the game court and in the office, coaches must be skilled. Any head coach choice will cascade through the organization (Li and Wang, 2021). Head coaches of sports teams must be good leaders in managing people, communicating, and overcoming hurdles to make plans work (Katz, 1974). Leadership skills including human, technical, and conceptual talents affect sports team performance (Katz, 1955). Head coach must give tasks and roles to players with diverse skills and experience to generate the greatest performance on the field. In management, the Head Coach must outline the team's development route or direction so the upper level individual may operate within it and make adjustments (Krumins, 2022). If both teams follow the coach's plan, things will fall into place.

As Ole Gunnar Solskjaer took over Manchester United (2023), Frank Lampard took over Chelsea and Everton (Sky Sports, 2023), and Tito Vilanova managed Barcelona, the teams' results did not improve. Jurgen Klopp for Liverpool (2015), Thomas Tuchel for Chelsea (2022), and Zinedine Zidane for Real Madrid (2023) are examples of clubs that improved after changing managers. This shows that changing the club management is not the solution, but a manager with particular attributes may boost team performance. This paper will investigate what all effective managers have that allows them to turn around a situation or team's performance.

2. Literature Review

Leadership Theories and Studies

Leadership requires exposure to work and challenges, role modeling, and mentoring with experienced leaders to build complex skills, values, and traits (Hogan and Kaiser, 2005). Friedman, Fleishman, and Fletcher (1992) say leadership involves project planning, strategy creation, and manpower control. Katz's (1974) idea of basic leadership skills—technical, human, and conceptual—supports this statement. To plan and execute all leadership actions, individuals need leadership skills. Top management executives must plan strategically, according to Wooldridge and Floyd (1990).

The first trend focused on leadership qualities. Bernard (1926) explained leadership as innate abilities. Identifying the attributes that distinguished leaders from followers would allow strong leaders to be readily identified and promoted. To choose the perfect leader, physical and mental traits were assessed. This belief held that leaders were born, not made, and that the secret to success was recognizing individuals born with strong leadership abilities. One flaw with this theory was disregarding situational and environmental aspects that affect leadership effectiveness (Horner, 1997).

Blake, Shepard, and Moutan (1964) descriptive research helped identify leaders by conduct. The research divided leadership factors into People-Oriented and Task-Oriented leadership, laying the groundwork for future leadership styles. In 1988, Saal and Knight recommended studying how leader qualities, behaviors, and situations interact. Leadership may vary in every setting because their research showed that one variable affects other variables. A more realistic vision arose, allowing complexity and situational conditions to be considered while analyzing leadership.

House and Mitchell (1974) examined leadership from followers' perspectives. Leadership involves follower and leader goals, hence this is a contingency theory. According to Path-goal Theory, leaders should help followers adopt habits that help them achieve their goals. Leader-member Exchange viewpoint by Graen (1976) endorsed this viewpoint. The theory discusses how people follow leaders and how this influences leadership. Graen divided employees into In and Out groups. Leader relationships vary per group, altering the work each group receives. These research and theory were supported since they reveal how variables affect leadership in different situations.

As leadership research grows, Schein (1985) suggested that corporate culture affects leadership. His research shows that executives must understand the company culture to lead effectively. They must also adjust to cultural and environmental changes. According to Baron (1995), organizations

that reject external environmental change will struggle to grow and improve more than those that adapt to it. Several leadership theories and studies focus on motivation. The research suggests that leadership creates an environment that inspires people to produce and follow the leader. Leaders can influence their followers by establishing an environment where people want to be involved and committed to their task. Herzberg (1964)'s motivation theory identifies job pleasure and discontent. Unlike employees in unhappy environments, leaders may easily influence their followers to achieve goals in the proper atmosphere. Motivational ideas have helped new leadership theories develop. Comparing Transactional and Transformational leadership is an example. Transactional leadership uses followers to complete tasks and follows traditional conceptions of workers and organizations (Burns, 1978). Transformational leaders will aim to excite followers by satisfying higher-up orders and creating a more engaging work environment (Bass, 1985). Effective leadership traits have been described by several ideas over the years. These ideas examine how behavior, attributes, and patterns affect leader performance. Instead of specific actions, leadership might be defined by the capacities, knowledge, and skills that make it feasible (Mumford et al., 2000).

Leadership Skills

Mumford, Campion, and Morgeson (2007) classify leadership skills as cognitive, interpersonal, and strategic. Mumford et al. (2007) found that cognitive, interpersonal, and strategic leadership qualities are most important. Mumford et al. (2000) found that leaders overcome organizational issues. Leaders must be able to define, convey, and execute solutions based on experience to address problems. Awan (2015) suggests communication, planning, coaching, conflict resolution, team building, delegating, problem-solving, decision-making, coaching, and training as leadership skills. Just technical or strategic skills were needed from leaders before the present study. After greater discovery, new skills have been linked to leadership or required of leaders (Narayan, 2016). The study found that leaders need certain talents more at higher organizational levels to do their jobs. Cognitive, interpersonal, business, and strategic skills are also recommended for modern leadership. Guzmán, Muschard, and Gerolamo (2020) believe that leadership skills—cognitive, interpersonal, and strategic—remain the same regardless of style. Different leadership styles can highlight a person's strengths.

Leadership: Cognitive

Cognitive skills are brain processes including thinking, remembering, learning, and reading. All functions collaborate to digest incoming information and store it in knowledge storage for everyday action and decision-making (Meeks, 2007). Leadership cognitive talents involve a leader's ingenuity in addressing challenges, situations, and statements. One of the most researched leader attributes is this. Other cognitive qualities, such as creative reasoning and complex problem-solving, have also been linked to leadership (Zaccaro, Dubrow, and Kolze, 2018).

Information gathering, processing, and dissemination are cognitive skills (Lau & Pavett, 1980). Leadership is largely about verbal and nonverbal communication in daily life (Luthans, Welsh, & Taylor, 1988). Cognitive talents include understanding complicated behavior design, imaginative

thinking, decision making, and problem solving, according to Mumford, Campion, and Morgeson (2007). This includes active listening, learning, critical thinking, and speaking.

Leader cognitive skills will demand a more thorough, systematic grasp of leadership position requirements and issues than is currently available. As said before, the leader's skill set depends on the company and external environment (Dailey & Mumford, 2006). Leaders need a creative thinking mentality because cognitive skills affect problem-solving (Eubank and Mumford, 2010). The leader may have to be innovative to find a solution to a problem that is not typical of their environment. Leaders' intensive scanning of the external environment was positively related to firm innovation, according to Koberg, Uhlenbruck, and Sarason (1996). This means that the more leaders pay attention to their surroundings, the more likely they are to find a creative solution. Ford and Gioia (2000) discovered that leaders surveyed the firm's internal environment to detect daily operations concerns.

Leadership: Social Skills

Communication and group interaction require interpersonal skills, which we employ daily (Roehl and Swerlow, 1999). Many skills are included, but listening and speaking are very important. They also include emotional management. A person's ability to influence others' thinking or mindset is called interpersonal skills (Mumford, Zaccaro, and Harding, 2000). This ability also includes bargaining to resolve group differences and build win-win relationships (Mahoney, Jerdee, and Carroll, 1963). Interpersonal skills are outcome-oriented behaviors employed in face-to-face interactions to achieve goals, according to Zaccaro (2001). Category skills include bargaining, coordination, and social perceptiveness.

Good communication skills are needed to engage well with others. Communication is crucial to organizational success and strong relationships (Rauf, Khalid, Rahman, and Ghani, 2020). Freshman and Rubino (2004) suggested using EI and communication skills to create a healthy relationship. People with high interpersonal skills can communicate and motivate others, making them good leaders (Leroy, 2009). Goleman (1998) suggests that a leader's Emotional Intelligence (EQ) is equally vital in communication because one needs strong EQ to convey their emotions and understand the other party's. A leader may not be able to understand or listen to the other party without good EQ, leading to one-way communication (Veleva, 2020). Information must be input and output for good communication.

All these qualities are essential for leaders to develop strong relationships with coworkers. An organization may experience communication issues, disagreements, and demotivation without good leadership (McKenna, Rooney, and Boal, 2009). Building strong and good leadership by increasing managers' soft skills can prevent this scenario (Dabeva, Lukanova, and Filipova, 2016).

Leadership: Strategy

Leaders need expertise in one area to recognize a problem. Leaders can obtain information by studying the space and its surroundings (Redmond, Mumford, and Teach, 1993). Strategic talents are conceptually demanding to understand system complexity, manage uncertainty, and influence the organization (Hooijberg and Dodge, 1997). Problem-solving is a key indicator of strategic

talents. As objective determiners and solution providers, leaders will always evaluate optional courses to solve organisational challenges (Mumford, Zaccaro, and Harding, 2000). One with high strategic skills can conceptualize mission, vision, or organization, says Katz (1974). System observation and evaluation, problem identification, solution appraisal, and visioning are strategic competencies (Kalargyrou, Pescosolido, and Kalagiros, 2012).

Strategic skills are least discussed in literature. Strategic talents are a person's expertise in a field. Specialist Doctors, Crime Defense Lawyers, Financial Experts, and Academic Professors are given titles to demonstrate their expertise in various sectors. Knowledge can be gained from sharing, reading, or experience. The knowledge will help leaders plan strategically, which Peterson (2013) considers a vital leadership activity. Strategic skills are the most crucial since a leader needs knowledge, experience, and competence to plan, forecast, resolve dispute, and analyze data, according to Dionne, Sayama, Hao, and Bush (2010). None of them would work if a leader lacks field understanding, and the decision might ruin the organization. Antes and Mumford (2012) studied 135 marketing executives on product advertising and found that their proposals were more detailed than those of undergraduate business students. This living illustrates that experience and knowledge are crucial to ideation and problem-solving.

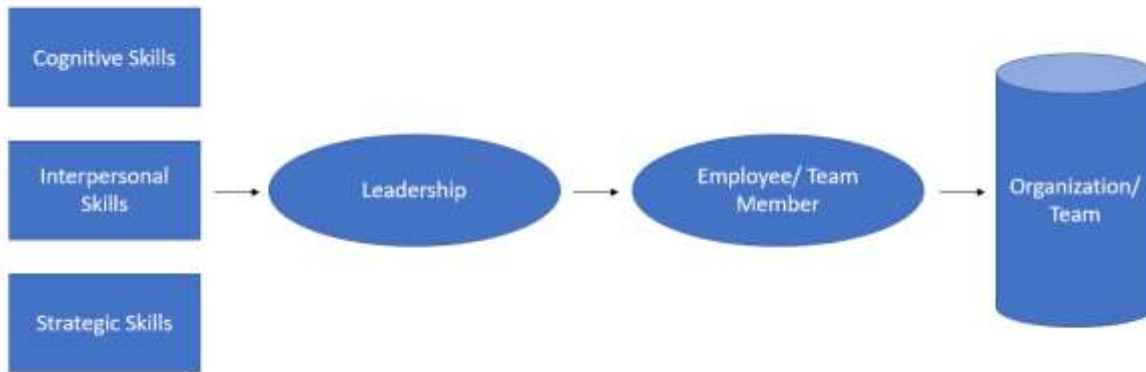
Leadership affects organization

Leadership has its greatest impact on organizational performance when groups must deal with new problems and scenarios, according to Hackman and Walton (1986) and Tushman and Anderson (1986). Organizational performance and sufficiency are the ability to exist and achieve goals with a positive result-cost ratio. Firm performance measures success (Sulaiman, Yusoff and Chelliah, 2010). Results suggest entrepreneurial leadership improves opportunity recognition. Malaysian institution finds favorable association between entrepreneurial autonomy and organizational effectiveness (Rahim et al. 2015).

Thus, today's structure or team is vital. Sandybayev (2019) found a strong positive correlation between leadership and organizational execution. According to O'Reilly (2010), leaders' effectiveness improved performance. Leadership forecasts company success (Ojokuku, Odetayo, & Sajuyigbe, 2012). Effective leadership can help a business grow and succeed, according to Riaz and Haider (2010). These statements illustrate that with the appropriate head coach and great leadership, the organization's performance will improve.

According to Atan and Mahmood (2019), leadership affects organizational performance by influencing employees, who are considered the mediator of leadership. Leadership, according to Hu and Dutta (2022), is the ability to encourage others to strive toward common goals. If the leader influences group members to work toward a common goal, they will perform well and an organization's performance will show in numerous ways. El-Tabal (2020) defined leadership as the essence of the influencing process and its results between followers and leaders, as well as how the leader's dispositional attitudes and behaviors, follower perceptions and assumptions, and the context in which the trying to influence process occurs.

According to available studies, leadership affects organizations through followers and members, as seen below:



This paper examines if leadership talent affects the leadership position and the organization's performance, thus this paper sets the research objective as follows:

Question 1: Research Objectives Do good cognitive skills help sports team performance and achievement?

Question 2: Do good interpersonal skills help sports team performance?

Question 3: Does strategic skill boost sports team performance and achievement?

This paper hypothesized that leadership skill positively impacted the sports team's performance.

H1: Good cognitive skills boost sports team performance.

H2: Good interpersonal skills boost sports team performance.

H3: Good strategic skills boost sports team performance.

3. Subject of Study

To analyze the impact of leadership in modern sports, notably football, this paper will focus on Jose Mourinho, one of the most prolific football managers. Jose, born in 1963, was called “The Special One” by the English media for his tactical prowess and ingenuity off the field (Luis, 2014). He is one of the most decorated managers and the first to win all continental campaign trophies (Roma, 2021). Jose plays as a midfielder for a Portuguese team in the local league. Due to his poor playing record, he retired in 1987 and became a coach (Torres, 2014). He began his coaching career as an interpreter for Sir Bobby Robson and Louis Van Gaal at Sporting CP, Porto, and Barcelona (Luis, 2014).

Mourinho began coaching in 2000 and has coached 10 teams in Portugal, England, Italy, and Spain (Premier League, 2022). He joined Chelsea Football Club, recently acquired by Russian billionaire, in London, England, after a brief success spell at Porto, where he led the club to the top of Europe by winning the UEFA Champions League in 2004 (Premier League 2021). The first Portuguese Premier League manager, Jose joined London on June 2, 2004 (BBC, 2013). Chelsea leads the league and qualifies for the Champions League knockout stage by December 2004. In the same year, they won the Premier League, their first domestic title in over 50 years, with the

most points and fewest goals surrendered ever (Premier League, 2022). After a dispute with the owner, he quit the club in 2007.

He succeeded Roberto Mancini on 2 June 2008 (Inter, 2008). Mourinho took Italian classes to prepare for this new job and spoke Italian fluently during his news conference in Italy, impressing the local media with his professionalism and dedication (Gazzetta, 2008). Jose won his second UEFA Champions League with this club after stunning Barcelona's top team and marching to the final. Inter Milan became the first Italian team to win the Serie A, Coppa Italia, and Champions League, until date. Jose left Inter Milan in 2011 to join Real Madrid after his success. He won La Liga in 2011–12 with a record points total, becoming the fifth coach to win league titles in four nations (Portugal, England, Italy, and Spain). Following his 2013 departure from Real Madrid, Mourinho returned to Chelsea and won another league title and League Cup until being fired in 2015 for bad performance (Torres, 2014). Fame and performance made him a desirable choice for all clubs to sign. Due to changing room turmoil at Manchester United and Tottenham Hotspur, his tenures were brief (Cotterill, 2022; Olley, 2021).

He immediately finds a new club in command at Roma Football Club in Italy's capital, despite this spectacular changing room situation. His leadership led Roma to the UEFA Europa Conference League championship, Jose's final Continental Cup victory and Roma's first major trophy since 1961. Jose was well-known in the media and community. He was Manager of the Year in four nations, Europe, and the world (Roma, 2021). His technical acumen, flamboyant and controversial demeanor, and reputation for result-oriented over attractive football have brought parallels from admirers and critics, but he will always be in the media and fans' spotlight.

4. Research Methods

This work uses qualitative and quantitative methods. Qualitative research examines humans' profoundly textured experiences and perspectives, according to Lincoln and Guba (1985). Instead of category or forced-choice questions, qualitative research asks open-ended questions that allow interpretation (Jackson, 2007). This paper shall observe the individual of study to understand their conduct. This is a naturalistic observation of the subject's spontaneous conduct in general. This paper analyzes game data, results, individual match statistics, etc. to determine the influence's outcome. This is where quantitative research begins. Secondary data from authorized sources will be examined. Secondary data analysis examines data gathered for another purpose (Melissa, 2017).

This research shall observe the individual of study to understand their conduct. This naturalistic observation examines the subject's spontaneous behavior in general (Mehl, Pennebaker, Crow, Dabbs, and Price, 2001). We can learn about the subject's thoughts and ideas from news conferences, interviews, and his bibliography, which conveys his own story.

Players, coaches, managers, and reporters attend news conferences before and after games (Cambridge Dictionary, 2022). Media will ask managers and players questions during the news conference to receive their responses. The conference often reveals the organization's plans or responses to issues. Managers must attend press conferences before and after matches in England's Premier League (Premier League, 2020). Some clubs interview managers for expanded club

membership material. In the interview, Jose will comment and discuss specific subjects, which helps us understand his perspective.

Jose has written several books, which we will read to learn more about his leadership style, team management, and leadership philosophy. We'll read *Mourinho: The True Story* (2005), *Mourinho on Football* (2013), *The Special One* (2014), and *Jose Mourinho Special Leadership* (2014). Jose's influence may best be understood by reviewing the game statistics and results of each football club he led. Jose's impact on the club and organization is shown via match results and player performance. Secondary analysis is an empirical method that uses the same research principles as primary data and has the same processes as any other research method (Johnston, 2014).

The main governing body for football worldwide, FIFA, will provide us with a list of official match results and data for various teams. FIFA, headquartered in Zürich, Switzerland, has 211 member associations. These nations must also belong to one of the six regional confederations: CAF (Africa), AFC (Asia and Australia), UEFA (Europe), CONCACAF (North & Central America and the Caribbean), OFC (Oceania), and CONMEBOL (South America) (FIFA, 2022). The team's website will provide all club news. We will focus on Chelsea, Inter Milan, Real Madrid, Manchester United, Tottenham Hotspurs, and AS Roma during Jose Mourinho's coaching tenure.

Local league games and tournaments within a country will have match results and player statistics available from their league's database and website since clubs compete both locally and continentally. We'll examine data from the official websites of the English Premier League, Serie A, and La Liga, where Mourinho's teams play. These websites will include season recaps, match results, and player stats (2022 Premier League, Serie A, LaLiga). The Union of European Football Associations (UEFA), part of FIFA, will govern continental tournaments (UEFA, 2022). Match documentaries and player statistics will be extracted from UEFA.

5. Data Gathering & Analysis

Mourinho's team's data and statistics will be examined in this chapter. The study will show Mourinho's impact on football clubs and players at the player and club levels. This paper focuses on Jose's Chelsea, Inter Milan, Manchester United, and Roma performances. Before Mourinho, this club had been failing in performance and had not won a big competition in years. Chelsea has not won a league title in 50 years and finished second before Mourinho arrived. Inter Milan won the Italian League before Mourinho, but they haven't won a continental championship since 1998. Since Sir Alex Ferguson retired, the management has deteriorated and England and Europe's top team status has been threatened. Last, Roma is a historic Italian team, but they are struggling in international and domestic competitions. Mourinho's arrival improved the team and made him one of the club's finest managers. The player research will focus on Mourinho's top players or those who broke through under his direction. Frank Lampard and Didier Drogba (Chelsea), Wesley Sneijder and Diego Milito (Inter Milan), Paul Pogba and Zlatan Ibrahimovic (Manchester United), and Tammy Abraham and Lorenzo Pellegrini (Roma) were chosen. All of these players are crucial to Mourinho's team's success in all tournaments. Mourinho changed the play style of some players to maximize their ability, giving them a chance to shine on a greater stage, and provided some players full performance originality.

Team and player statistics will come from Premier League and Serie A club databases. To verify the data, it will be compared to the club's official database. UEFA will host all continental tournament statistics. All data is current and correct. We will also use credible football data sources to obtain statistics like goal per game ratio and goals conceded per game ratio that are not available from the official source. Some information came from Mourinho and players' autobiographies about their opinions on various topics. Sky Sports, The Guardian, and The Sun UK will provide further information on match outcomes, transfers, and Mourinho's performance.

Football Club Chelsea (2004–2007)

The first Portuguese Premier League manager, Jose Mourinho, joined London on June 2, 2004 (BBC, 2013). In his first interview as Chelsea manager, he outlines his vision and managerial philosophy to start his golden age. One moment during the interview helped launch his football career. He replied to a journalist's query on modern football managers: "Please don't call me arrogant, but I'm European Champion and I think I'm a special one." This earned him the nickname The Special One (Morgan, 2018).

I cannot say I love this player, but normally I love the players who love to win," he said of the club's players. They want to win every day, training session, and life, not just in 90 minutes." (Morgan, 2018), where he intended to convey that he values teamwork and expects his players to work together to succeed. This has set the team up to win medals and trophies under his leadership in the coming years. From the day he came in London, his goal was to win the league, and by the time he was fired, Chelsea was already a top side in the country and continent.

They defeated Barcelona in the Champions League Round of 16 after losing the first game away and winning the second at home (UEFA, 2005). Liverpool, the tournament champion, defeated them in the Semi Finals. His team also wins the League Cup that season, defeating Liverpool in the final (Chelsea FC, 2021).

Frank Lampard—Key Player

Frank Lampard joins West Ham in 1994. West Ham United player Frank Lampard Sr. is his father. After his father left the club, Lampard was called "Lampard's son" and mistreated by supporters. Chelsea, another London club, signed him in 2000. Despite playing well in his new club, he failed to win any titles. Before Mourinho arrived, it gave him a winning attitude to push himself. He was Mourinho's midfield leader. Frank's major job on the field is to start the offense and switch defenses. Mourinho relied on Lampard to link the defense and attack. Mourinho wants Lampard to be the team's engine, which is why his goal and assist rates have improved so much. Lampard is fit enough to play his style, which requires a lot of energy. His record of 164 straight Premier League appearances (Outfield player) still today (Chelsea, 2022). He assists 15 goals and scores himself, a big improvement over the season before Mourinho arrived (Premier League, 2002).

Lampard remains consistent when Mourinho leaves the club, becoming the club's iconic player and holding league records for most goals outside the box and highest goal scoring midfielder. Mourinho deserves credit for his excellent playing career.

Important Player: Didier Drogba

Roman Abramovich, the Russian club owners, spent £100m on player transfers the summer before, giving Mourinho enough money for his debut season. With all the resources and options, Mourinho signed Didier Drogba from French Team Marseille, who will help the club succeed. Mourinho first noticed him in the previous match against Marseille. Drogba's transfer is his first aim when he joins Chelsea (BBC, 2004). Drogba was a typical African playing in Europe before joining Chelsea. It was difficult for him to rise. Performance-wise, he's not a football star. Mourinho knew how to create his club, and Drogba was the right player for him, regardless of rank or popularity.

In a 2013 interview, Drogba describes Chelsea's dressing room after Mourinho's departure was confirmed by officials. He wanted to leave the club and join Mourinho's next team, but the contract prevented him. The club owner lost patience with the title-winning manager, but the players and fans still love Mourinho (Riach, 2013). He is remarkable because he can spot talent, nurture it, and bring it to the stage. The African striker went down as one of Chelsea's top scorers, including his equalizing goal in a penalty shootout win over Bayern Munich in 2019 (UEFA, 2020).

From 2008 to 2010, Inter Milan

Jose Mourinho succeeded Roberto Mancini on 2 June 2008 (Inter, 2008). Mourinho enrolled in Italian class to prepare for this new workplace and spoke fluent Italian during his press conference in Italy, showing his preparedness for all challenges (Gazzetta, 2008). After winning the league title with Inter Milan in his first season, people compared him to Roberto Mancini (Inter, 2008) and were disappointed. Despite winning the league title by 10 points, Mourinho's club was eliminated from the tournament by Manchester United in the Round of 16, who went on to win the tournament (UEFA, 2022). Inter Milan lost Coppa Italia to Sampdoria.

In his second season in charge, Mourinho knew the problems and obstacles he had and how to enhance the team's performance, so he signed a few players that subsequently proved to be crucial. For the team's nucleus, he signed Argentinian striker Diego Milito and midfielders Thiago Motta and Wesley Sneijder (Bailey, 2009). Finally, he swapped Zlatan Ibrahimovic for Samuel Eto'o, a desperate Cameroonian striker ready to establish himself (Inter, 2022).

Mourinho led Inter Milan to the top of Europe, capturing the domestic and European titles, a season he would remember forever. Inter Milan won the league for the second year in a row and the Coppa Italia after defeating Roma in the final. Mourinho beat Barcelona, the favorite, in the UEFA Champions League to advance to the last round (UEFA, 2022). Inter Milan won Europe with Diego Milito's double. Only one team had completed the treble (Winner of 3 champions) until today (Inter, 2022).

Mourinho's only highlight was the UEFA Champions League match versus Barcelona. Barcelona was nearly invincible that season. They won the UEFA Super Cup, FIFA Club World Cup, Supercopa de Espana, and La Liga that season (Barcelona FC, 2023). Barcelona was the favorite seed in the UEFA Champions League that season, but Mourinho's Inter Milan cleverly knocked them out. In a 2020 interview with *The Coaches' Voice*, he discusses his strategies and game analysis. Lionel Messi, who had recently won his second consecutive Ballon d'Or, was the standout

player, and Inter Milan had to limit his play to halt Barcelona. This is the priority for most teams facing Barcelona, but Mourinho limits its play differently. Mourinho assigned practically every player to mark Messi based on his position using teamwork. Creating a "Jail" for Messi to enter would prevent him from harming Inter Milan's defense. Messi failed to score in both home and away games against Inter, proving this tactic works. Mourinho's team must score to win, so they must find ways to do so. He told Barcelona to exploit the space behind Left Back Maxwell when he attacks the midfield line. Inter Milan again attacked from the left lane and scored most of the time. Mourinho has allowed his players to participate in every offensive play, regardless of position, so even midfielders Sneijder and Maicon scored. Barça's defense wasn't prepared for this level of attack in their local league game, as Mourinho saw when he established these tactics.

The second-season signing was key to the next season. Diego Milito was one goal away from being the league's leading scorer, thus this signing gives Mourinho another offensive option. In his first season, Milito scored 30 goals, including two vital goals in the UEFA Champions League Final (Football Database, 2022). Wesley Sneijder was struggling at Real Madrid and searching for a chance to shine, so Mourinho approached the midfield maestro and signed him (Clifton, 2009). With Mourinho's freedom, Sneijder has played heavily in the front field, scoring 16 goals and providing 15 assists, a complete turnaround from his time at Real Madrid.

Key Stats: Wesley Sneijder

Wesley Sneijder, an Ajax FC academy product. He made his first-team debut at 18 and has since become a key player. His impressive play earned him a move to Los Blancos. After five years at Ajax FC, he joined Real Madrid in 2007. After failing to perform at Real Madrid, he moved on to the next stage of his career, when he reached his peak. Inter Milan relies on Sneijder as an attacking midfielder. His ingenuity and vision make him a world-class midfielder. Mourinho has comforted Sneijder as he went from underperformer to team leader. Mourinho limits Sneijder to linking the midfield and frontline during counterattacks, unlike in Real Madrid. With his precise passing and pitch vision, Sneijder is the key to Mourinho's counter-attack approach. A player will acquire confidence and perform better when he can do what he does well.

He commented about Jose Mourinho's leadership style in his 2020 bibliographies. Inter Milan won the 2010 Italian triple under their leadership. Mourinho granted his players great leeway in his article, but he demands to produce at their best every game. In games, he demanded everything from his players, yet off the pitch, he gave them room. He knows how to boost team morale, and his management approach works because he gets full support from his teammates by performing well.

Key Player Stats: Diego Milito, the leading scorer for Genoa FC, is close to surpassing Ibrahimovic's 2008 Inter Milan record. He was recognized for his excellent scoring percentage and ability to assist teammates on goal.

Zlatan Ibrahimovic, Inter Milan's top striker from last season, left to join Barcelona, leaving Mourinho in need of another striker. Mourinho spent €28 million on Milito, a striker whose strength and temperament suited him. He was criticized for spending €28 million on a 30-year-old striker, but he believed the return would be worth more than the transfer amount. He repays

Mourinho's trust by scoring 30 goals in that season, contributing 1 goal and 2 assists in the UEFA Champions League against Barcelona FC, and scoring a brace in the final to win the tournament's final silverware and become the third champion. The results show Mourinho can find and use talent. Milito dropped in performance after Mourinho left Inter Milan and rejoined Racing Club Argentina, his childhood club, to finish his career.

Manchester United (2016-2018)

After Louis van Gaal left at the end of the season, the club signed José Mourinho for three years starting in 2016. American owner Glazers Family owns Manchester United, a world-famous club. Sir Alex Ferguson's retirement changed Manchester United (Manchester United, 2022). Before Mourinho arrived, United was 4th in the Premier League and had recently won their first silverware, the England FA Cup, after Ferguson. Given his past accomplishments, fans and management expected him to do better this season, and they weren't disappointed.

“We wanted to forget the last three years, and I'm disappointed we lost out on Champions League, but maybe that's the only season we're not there. We have to make sure the club is where it should be.” He commented in his first club manager interview (Sky Sports, 2018). He was asked by a BBC journalist if the upcoming season was about competing for the best opportunities and winning trophies. He replied, “I was never good playing with words, in fact I was always aggressive in my approach, instead of lets work and get back to the Champions League, let's get back to the top four of the league, let's try to do well in the Europa League, I would say I want to

Not performing well means losing a match. You perform well when you score more goals than your opponent and concede less (Sky Sports, 2018). Again, he emphasized the issue and intended to solve it aggressively. Manchester United went 25 matches undefeated before Arsenal beat them 2-0 at Emirates Stadium (Premier League, 2017). The team finished 6th, qualifying for the UEFA Champions League Group Stage next season. The club went undefeated, lost only five league games, and conceded only 29 goals for the first time since Sir Alex Ferguson retired (Premier League, 2017). All of Mourinho's teams were noted for their defensive play. Mourinho gave Manchester United its highest points-per-game ratio since Sir Alex Ferguson.

Manchester United win the EFL League Cup and UEFA Europa League at the end of the season, with Ibrahimovic scoring the winning goal in the EFL Cup final and Paul Pogba scoring the Europa League opener. The second and third cup wins since Alex Ferguson.

In the Europa League final versus young Ajax Team, Mourinho shows his tactical skill again. Young stars Frankie De Jong, Donny Van der Beek, David Neres, and Mathias De Ligt make Ajax one of the tournament's most talented teams (UEFA, 2017). Both sides have a chance to win the event because the match forecast is neutral. United had more control after Paul Pogba gave them the lead early on. Mourinho knows he has an edge, so he asks his players to be patient and wait for open chances to score. Lack of experience by Ajax young player gave United another chance to score early in the second half to double the lead.

Important Player: Paul Pogba

Paul Pogba joined United as a juvenile in 2011 and was once their hope. Juventus signed him on a free transfer at the end of the year. United saw his effectiveness at Juventus and re-signed him in 2016 (Aarons, 2016).

Paul Pogba's return to United was anticipated because he had just reached his first UEFA Champions League final and won multiple Italian titles. He also won the 2013 Golden Boy Award for Europe's top under-21 player (TuttoSport). As we can see from his prior management roles, Mourinho will need a central midfielder who can help defend and start the team's offense, and Pogba fits the bill (Hodson, 2016). Due to his physical strength, Pogba plays aggressively and explosively. He can defend, control the ball, or make overlap runs in offensive transition with this condition. Pogba plays holding midfielder under Mourinho, but he may join the offense when needed. After the season, he scored two goals, including one in the Europa League final. Defending helps the team concede fewer goals.

Important Player: Zlatan Ibrahimovic

They worked together at Inter Milan from 2008 to 2009. He departs Inter Milan for Barcelona in exchange for Samuel Eto'o. The Swedish striker has always been praised by Mourinho, who recently told Sports Channel what he thought when Zlatan left Inter Milan for Barcelona. "He is this exceptional player that will never accept the fact that he will never win a Champions League and that is what I love about him," he said. "We were in Los Angeles for a friendly game with Chelsea, and he asked me not to play because he was going to Catalonia for a medical test before joining Barcelona. His move was wrong, I told him. You think you're going to win the Champions League, and we will (Marland, 2023). In 2009, Inter Milan defeated Barcelona in the semifinals and won the cup after Ibrahimovic left. Ibrahimovic (2013) wrote in his book "I am Zlatan Ibrahimovic" that Mourinho is a great star. Mourinho's charisma and leadership made him a guy I was willing to die for.

Mourinho always prioritizes signing a solid striker when he takes over a squad. Ibrahimovic has informed PSG that he will not renew his contract. Mourinho was immediately drawn to it, and after numerous approaches, he signed with Manchester United on July 1, 2016, as a free agent with no transfer price. Ibrahimovic embodies the Number 9 role: quick, tall, strong, and nimble. He has the skills to play any frontline position (Mitten, 2017). Acrobatic finishing in front of goal and long-range power shots are his specialties. Mourinho knows United's dismal scoring rate (Table 4) and the simple solution is to get a top-scoring striker. Ibrahimovic is 35 when he joins the team, and the age level is unsuitable for such an aggressive game. Mourinho believed in him because he would do everything he could for the team.

2021–Present AS Roma FC

Mourinho returned to Italian football as Roma's 2021/2022 head coach. Before the challenge, Tottenham Hotspurs fired Mourinho despite leading the side to the domestic cup finals and Champions League qualification (Olley, 2021).

Roma was low-profile before Mourinho arrived. One of Italy's powerhouse football clubs, they're a major European challenger without a title. They have won Serie A three times and Coppa Italia nine times. AS Roma won the Europa Conference League Champion in 2023 after a 13-year hiatus since winning the Coppa Italia in 2008. In his first interview as Roma manager, Mourinho shared his expectations for the club, including creating sustainable success within the contract period to prove supporters and management his potential (AS Roma, 2021). He said, "I cannot share, I don't want to share – but a lot," when the journalist asked him how he prepared for Roma. My job! "I need to know all I can" (AS Roma, 2021) to demonstrate his professionalism and prepare before the moment. The interview was only 20 minutes, but fans are thrilled about his arrival due to his resume and potential (AS Roma, 2021).

He usually starts his new club by signing new players to enhance the team. He signed goalkeepers, defenders, and strikers, but his €40M signing of Chelsea's youthful striker Tammy Abraham caught the eye of fans and experts. €40M is a lot for an unproven teenage striker, but Mourinho knew what he needed and who was right for the task. Eventually, the move is cheap. Roma won its maiden European cup in his first season and he became the first coach to win all European titles.

Key Stats: Tammy Abraham

Chelsea FC youth academy graduate Tammy Abraham. He had successful loan spells at Bristol City, Swansea City, and Aston Villa. He scored 25 goals in a season for the club for the first time since 1977. He will wear jersey number 9 for Chelsea in 2019–2020 after performing well on loan. He scored 15 Premier League goals and 18 this season. He struggled the next season, losing his starting eleven berth due to less playing time.

Mourinho wants to sign this talented striker just as he started to worry about his career. Mourinho bought the striker for £34 million in August 2021. Abraham's reputation isn't the finest among strikers on the transfer market, therefore the deal is questioned again. As usual, Mourinho spotted Abraham's quality and knew it would help him build a good squad.

Abraham's 27 goals in 23 outings had a big effect. The number was up from his Chelsea goals. Mourinho has given the striker more playing time than at his previous club. Mourinho knows the striker's strength, so he can maximize his potential in team configuration. Most significantly, Mourinho gave the attacker the play time he deserved in Chelsea, where they had bought other strikers (Sky Sports, 2020) and Abraham would not start as much as he did in Roma. Abraham requires more playing time to maintain momentum, especially in this golden age for athletes (Kerr and Zachary et al., 2016).

Interesting to see Abraham progress as a striker. The average goal per match, number of shots on target, and domestic league goals can be used to evaluate attacking performance. From 0.27 to 0.49, the goal per match ratio roughly doubled, meaning more goals per game than before (Premier League, 2021; Serie A, 2021). shoots on target increased from 13 to 39 (Premier League, 2021; Serie A, 2021), indicating increasing capacity to take more shoots and aim them at goal. Abraham still has time and opportunity to improve his game play and ability at his age. He is a Mourinho star.

Lorenzo Pellegrini stats

Lorenzo Pellegrini, another Roma academy graduate, plays. He joined the club in 2007. He left Roma in 2015 to join Sassuolo, but returned in 2017. With 3 goals per season, his performance was neutral or below average. Since Pellegrini has no fixed role on the pitch, his playing style was awkward. He must play both offense and defense as a central midfielder. His former manager lacked the tactics to highlight his strength.

When Mourinho took over, Pellegrini became captain and Mourinho trusted him to lead the team. Pellegrini had a clear goal to work toward after Mourinho helped him become a box-to-box player. In-game statistics of Pellegrini's critical pass showed the change in play style. Key passes contribute to goals directly or indirectly. After Mourinho arrived, Pellegrini's vital passes jumped from 18 to 63 (Serie A, 2021) due to his desire. Due to considerable position alterations, his attacking play increased from 24 to 118 (Serie A, 2021).

Pellegrini scores 14 goals and makes numerous crucial defensive and offensive moves in a season. He was also named to the UEFA Europa Conference League squad for his performance and contribution to the team's silverware. We started the paper by discussing leadership's impact on organizations. Leadership improves organization performance. We want to study leadership abilities to maximize its impact. Scholars share Cognitive, Communication, and Tactical talents, according to study. Each talent is vital for a leader's daily tasks.

Jose Mourinho, a football manager, was studied to examine how leadership affects organizations. Mourinho is the most accomplished manager in the profession, having coached various clubs in different countries and achieved continental glory. If the team is different, the saying that it is initially a strong competitor is not true because the data and statistics from the previous chapter show that most of the teams he coached had endured trophy droughts or never had continental success. One could only conclude that Mourinho's leadership had improved the team's performance.

6. Conclusion

After reviewing Mourinho's management data, each query and hypothesis yielded the following results:

Question 1

Do good cognitive skills help sports team performance and achievement?

Hypothesis 1: Cognitive skills boost sports team performance.

Mourinho is inventive and adept at detecting and addressing all kinds of issues. From managing Chelsea, Inter Milan, Manchester United, and Roma, he identified the team's main issues and found ways to solve them by acquiring talent or modifying players' play styles. He ended the seasons with all kinds of championships and trophies. In this scenario, Mourinho had good cognitive capabilities and helped his team rise in the sector.

Question 2

If high interpersonal skills help sports team performance and achievement?

Hypothesis 2: Good interpersonal skills boost sports team performance.

Despite no obvious communication between Mourinho and his players, they grasp his instructions and message. His communication talents are best shown by how his players perform. His media interviews show that he knows what he wants to say to his audience. In his first interview with a new club, he always assures supporters and blub that he is ready and prepared and what to expect. He will also tell the club and players what he expects from them, usually a winning mentality or aggressiveness to win. This proves that effective communication skills assist transmit the proper message, uniting the group to win the game and trophy.

Question 3

If high strategic skills help sports team performance and achievement?

Hypothesis 3: Good strategic skills boost sports team performance.

Mourinho has industry-leading game knowledge. He has a variety of gimmicks he can use depending on the pitch. The most memorable play was his Champions League win over Barcelona, the first time a side played ultra-defensively with 9 defenders. He is also skilled at playing players in off positions, which they don't usually play, to handle tactical situations. Best example: changing Frank Lampard and Lorenzo Pellegrini's playing styles. Strategic talents affect game scores; if well-implemented, the team wins. From the success of the squad he managed during the last years, Mourinho is adept at strategic skills, which boost team performance and achievement.

After answering all the questions, it was shown that leadership affects organization performance by influencing member performance. The leader must have strong cognitive, interpersonal, and strategic skills in the field to influence the member. This is a key indication for organizations seeking long-term performance improvement.

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