In very simple terms, the leader’s job is to get the right results from the group. To be able to get them, he needs a team with the right amount of talent and motivation. The leader must find the best use of the abilities of each member of the group and make them available to the team in the service of the desired outcome.

Football is a complex sport and it provides excellent opportunities for studying the different leadership styles needed at different times and in different circumstances. Football examples allow us to analyze the essential qualities of a good leader in the ever-evolving 21st century: to what extent the leader needs to evolve and improve every day, and how the leader has to understand the group he is managing and adapt his leadership style accordingly.

**Leadership and charisma**

There is a certain tendency to consider that leaders are born and not made. If this were true, it would mean that the ability to lead groups of humans is innate and not learned. This is not actually the case. Leaders can also be created through effort, study, and daily work. The error lies in the common confusion between leadership and charisma, the latter being more socially attractive. Leaders who do not develop and recycle their abilities, relying only on their charisma, become only temporary leaders.
“Leadership” merely refers to the status of being the leader of a group, while "charisma" is a quality or moral ability of a certain person to guide others without using any type of coercion. Charisma is not essential for people who want to be the head of a group of humans; however, it is very useful for winning its leadership or, at very difficult times, when it is necessary to gain the group's trust to make difficult or tough decisions.

In the end, the essence of leadership and charisma lies in the legitimacy of the person holding or enjoying it, and this legitimacy is granted on a temporary basis. To keep it current it must be renewed every day through achieving positive results for the group: you can't get good results without work. In the same way that artists need to be inspired while at work, so leaders have to put their charisma to work, if they want to keep it.

Forming the team

Of all the decisions that the leader needs to take, the first will probably be around forming the team: choosing the members and the leadership structure and style. In football, the composition of the team is largely dependent on the club's financial resources. However, whether the club is very rich or is more modest, the leader is sure to do well if he adapts to the players and the other members of the team rather than trying to get them all to adapt to his ideas and ways. FC Barcelona's record from the 2003-04 season is a very good example of a practical case of leading and forming teams.

A new team

In the summer of 2003, FC Barcelona was a rather devalued club. The new Board of Directors appointed Txiki Begiristain to lead the team as Football Director, and Frank Rijkaard as coach. They inherited a team that had barely managed to qualify for the UEFA Cup by ranking sixth in the Spanish League (the last position that would give access to playing in a European tournament) thanks to a home victory against Celta Vigo in the last game of the season.