



The following information contains Tom's personal notes and opinions/ key takeaways that he gained whilst reading 'Goal – The Ball Doesn't Go In By Chance', and also valued statements and examples that Ferran Soriano has used in his writing.

GOAL – THE BALL DOESN'T GO IN BY CHANCE – FERRAN SORIANO

What product are you selling?

History of slide rules –

- Were amazing tools, wonderfully precise and comparable to a watch.
- Were about the size of a ruler, but with moving parts and used to make simple and complex calculations
- Most companies that made them were Swiss
- In 1972 HP launched its first scientific calculator on the market – HP-35 and from that moment on slide rules become obsolete.
- By 1980 all the manufactures of slide rules were out of business
- No slide rule manufacturer had become interested in the new technology to try and manufacture calculators
- None had been forced to shut down because someone else made better or cheaper slide rules

They didn't understand what they were selling, what the ultimate need was that they were satisfying and likely unable to adapt to the technological changes taking place in their natural market.

Barcelona issue in 2002/3

- Euro 73m operating loss
- 10th largest club in the world – half the revenue of Manchester United
- Debt of 186m
- Falling attendance
- Team finished 4th in Spanish league

New board considered it had 2 options

1. A program of prudence and moderation. An immediate cost cutback, leading to a couple of years of austerity '*walking through the desert*' a time when practically nothing would be invested in players in order to recover financially before growing again.
2. A revolution – A combined effort to reduce costs, restructure debt, invest immediately in the team and build it so that it would take Barcelona back to the elite and generate revenues to pay the investment back.



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Second options was taken – involved greater risk but was the more prudent path. If they opted for Prudence – delaying sporting investments until the club was economically sound – risk of wasting precious time in respect of their rivals who were growing at a dizzying pace. If they took the first options they would not have be able to compete for the best players, nor pay existing players competing salaries and would have been forced to sell key players.

In 5 years revenue increased by 250% to Euro 309m

Some ideas about strategy

- There is no better investment in marketing than investing in improving the product
- Our understanding of how we are perceived in relation to our competitors is critical. This must be revised regularly by making honest effort to see the world through our client's eyes

Commitment

- Hunger and commitment can wane with success
- Need to find ways constantly to motivate employees or team members when commitment begins to weaken
- The best talented also need to be the most committed

Make up of leadership Team

The visionaries

- Choose among his or her dreams the most positive and feasible
- Show enthusiasm and courage
- True master of intention
- Doesn't have **too** many dreams, but are often very ambitious ones

Dr No

This is the person who tries to scupper the visionaries plans – sees things as impossible They contribute prudence, perspective, cold analysis and a dose of reality, planning and control. They are often disliked which is why it is critical that the other members of the team **respect** them.

The Back bone

This is the person who sees the plans of the visionary (after they get through Dr No) into practice. They have drive and perseverance. Gives balance to the group and provides an overview of the situation as they see better than anyone what is required to achieve the objectives.

Visionaries aren't always the leaders – sometimes the leader is and should be Dr No.

Stages of leadership team development

1. Forming the team
 - a. Set the goals, identify the challenges and plan ahead.
 - b. People getting to know each other and see how each reacts to the challenges and the pressures.
2. Storming

- a. This happens as competition around ideas, projects and responsibilities.
 - b. Leadership then becomes structured, limits are set and viewpoints harmonised as much as possible.
 - c. This is a critical stage, teams that never manage to get over it, break up
 - d. Conflict is inevitable – some of it will be in the open and some of it will be hidden
 - e. Need to focus on the ideas and put down ego and vanity
3. Normalising
- a. Once teams get through the storming stage and team members have adapted their behaviour to the group's needs.
 - b. Everybody know more or less what they are supposed to do and how they need to behave with the other members of the group.
4. Performing
- a. Some teams reach this stage
 - b. When the group is consolidated and the team acts as a genuine unit
 - c. No gratuitous, unnecessary conflicts unless it arises from external problems.
 - d. Members respect one another and their abilities and respective personalities.
 - e. Feel free to express their opinion without fear of misinterpretation
 - f. Communication is fluid.
 - g. Results seem to flow easily

Teams and groups go through this stages and back and forward. What is key is to be constantly aware of which of the 4 stages we are in and behave accordingly, appropriately for the good of the team and the outcome.

Questions to about your team

1. What is our (commitment x balance) (talent) formula
 - a. Have we got enough talent – if not we need to acquire it or train it
 - b. How committed is the group – is it genuine and intrinsic
 - c. Is the team sufficiently balanced – does everyone know and accept what they have to do?
2. Do we have the right combination of visionaries, backbones and Dr No's
 - a. What are the visionaries and how do they act
 - b. Are the Dr No's getting enough respect?
 - c. What are the backbones – we need someone we can trust
 - d. Who should take the lead at the moment – the visionary, the backbones or Dr No
3. Which stage of development of the team are we in
 - a. If in formation are we making an effort to learn how the other members behave
 - b. Are we being patient and tolerant enough

Motivation

Financial factors alone are not enough to generate positive motivation.

If you do not pay comparatively well and fairly, workers will be discontented. But paying them well is not enough to make them come to work happy in the morning and do things well because to do this they need to be really and truly, internally motivated.

Guidelines

A good way of analysing how good a decision will be, is to ask yourself whether you are able to explain it.



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When you know people will judge a decision you are going to make, you should ask yourself how you are going to justify it.

Negotiating

- Understand what something is worth to the other party
- What are our alternatives – you always need to have an alternative, because it is the card that enables you to get up from the table and finish the meeting if the other party does not agree to your conditions. So if you don't have one you need to create it – not just for show but actually consider before you start what are your other alternatives – this gives you better choices.
 - BATNA – best alternative to a negotiated agreement
- Sometimes it helps to open negotiations with a price so that you can set the caps
- Don't argue about the starting positions – accept them. Both people are in opposite positions so no good wishing it were different
- Differentiating the people from the problem – there are two conflicting matters involved in negotiations: the subject of the discussion and the relationship between the negotiators. It is therefore useful to build a good working relationship with the negotiator, as you both need to face up to the problem, the subject matter not the person.
- To build a good relationship work on
 - Perception – put yourself in the other person's shoes
 - Sometimes talk openly – perhaps acknowledge the other person has the wrong end of the stick – maybe agree with something that they won't expect you to – it changes their perceptions of you
 - There is no point in blaming anybody
 - Emotions – these must be acknowledged and expressed – if the other guy shouts – let him get on with it if he must.
 - Listen actively
- Concentrate on the interests, not on the problem - ask 'what is worrying you' or 'what is it you really want'?
- Invest time in options of mutual benefit

Lessons from the Story of Christopher Columbus

1. There is no innovation without risk – if in the 15th century you had the money to fund a commercial expedition where would you have invested in – one of the big companies that organised hundreds of expeditions along the known route or a sailor from Genoa who had an idea that went against most accepted knowledge
2. But the risk can be controlled – you don't have to put all your eggs in one basket of innovation – the crown gave him 3 ships – 99% remained invested in less risky expeditions
3. The existing map is not going to take us to new places.
4. Innovation is not invention. Columbus didn't invent anything. The idea the world was round already existed and the technology he used was widely known – a sailing ship
5. The winner isn't the first one to get there – but the first one to make the most of all the potential discovery.
6. You can sometimes find one thing while you are searching for another – Columbus was looking for India when he found America.

Ten Ideas for Innovators

1. This is a high risk activity – acknowledge it
2. However you can limit the risk – do not invest everything in one innovative idea



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3. Draw a **new** map of the world – the existing one does not lead to innovation
4. You do not need to invent anything – it is not about technology but about new customer needs
5. Don't worry if you are not the first to have the idea – you might execute it better and get better results
6. Don't fall in love with your original idea so much that you don't see others along the way that might be better
7. Start observing consumers to find what would positively surprise them – don't ask them directly
8. When ideas develop in a group – don't prejudge them – just move from one idea to the next, you can judge them all at the end
9. Always consider simplicity -simple tends to be better
10. This is a form of art – Enjoy it

Whatever doesn't get changed during the first year – will never get changed

First few months will offer the best possible conditions to make changes – these conditions may never occur again, so use the free hand.

Also the best time for staff members to accept any changes in their tasks or objectives. This is when people will be most open to change.

