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## CHAPTER 1

## 

The more runs that a baseball team scores, the more games the team should win. Conversely, the fewer runs a team gives up, the more games the team should win. Bill James, probably the most celebrated advocate of applying mathematics to analysis of Major League Baseball (often called sabermetrics), studied many years of Major League Baseball standings and found that the percentage of games won by a baseball team can be well approximated by the formula

$$
\begin{equation*}
\frac{\text { runs scored }^{2}}{\text { runs scored }^{2}+\text { runs allowed }^{2}}=\frac{\text { Estimate of percentage }}{\text { of games won. }} \tag{1}
\end{equation*}
$$

This formula has several desirable properties:

- Predicted win percentage is always between 0 and 1 .
- An increase in runs scored increases predicted win percentage.
- A decrease in runs allowed increases predicted win percentage.

Consider a right triangle with a hypotenuse (the longest side) of length $c$ and two other sides of length $a$ and $b$. Recall from high school geometry that the Pythagorean Theorem states that a triangle is a right triangle if and only if $a^{2}+b^{2}=c^{2}$ must hold. For example, $a$
triangle with sides of lengths 3,4 , and 5 is a right triangle because $3^{2}+4^{2}=5^{2}$. The fact that equation (1) adds up the squares of two numbers led Bill James to call the relationship described in (1) Baseball's Pythagorean Theorem.

Let's define $R=\frac{\text { runs scored }}{\text { runs allowed }}$ as a team's scoring ratio. If we divide the numerator and denominator of (1) by (runs allowed) ${ }^{2}$, then the value of the fraction remains unchanged and we may rewrite (1) as equation ( $1^{\prime}$ ).

$$
\frac{\mathrm{R}^{2}}{\mathrm{R}^{2}+1}=\text { Estimate of percentage of games won }
$$

Figure 1-1 (see file Mathleticschapterlfiles.xlsx for all of this chapter's analysis) shows how well ( $1^{\prime}$ ) predicts teams' winning percentages for Major League Baseball teams during the 2005-2016 seasons. For example, the 2016 Los Angeles Dodgers scored 725 runs and gave up 638 runs. Their scoring ratio was $\mathrm{R}=\frac{725}{638}=1.136$. Their predicted win percentage from Baseball's Pythagorean Theorem was $\frac{1.136^{2}}{1.136^{2}+1}=.5636$. The 2016 Dodgers actually won a fraction $\frac{91}{162}=.5618$ of their games. Thus $\left(1^{\prime}\right)$ was off by $0.18 \%$ in predicting the percentage of games won by the Dodgers in 2016.

For each team define Error in Win Percentage Prediction to equal Actual Winning Percentage minus Predicted Winning Percentage. For example, for the 2016 Atlanta Braves, Error $=.42-.41=.01$ (or $1.0 \%$ ), and for the 2016 Colorado Rockies, Error $=.46-.49=-.03$ (or $3 \%$ ). A positive error means that the team won more games than predicted while a negative error means the team won fewer games than predicted. Column J computes for each team the absolute value of the prediction error. Recall that absolute value of a number is simply the distance of the number from 0 . That is, $|5|=|-5|=5$. In cell Jl we average the absolute prediction errors for each team to obtain a measure of how well our predicted win percentages fit the actual team winning percentages. The average of absolute forecasting
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|  | A | B | C | D | E | F | G | H | I | J |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1 |  |  |  |  |  | exp | 2.000 |  | MAD: | 0.021 |
| 2 | Year | Team | Wins | Losses | Runs | Opp Runs | Ratio | Pred W-L\% | Act W-L\% | Error |
| 3 | 2016 | ARI | 69 | 93 | 752 | 890 | 0.845 | 0.42 | 0.43 | 0.009 |
| 4 | 2016 | ATL | 68 | 93 | 649 | 779 | 0.833 | 0.41 | 0.42 | 0.010 |
| 5 | 2016 | BAL | 89 | 73 | 744 | 715 | 1.041 | 0.52 | 0.55 | 0.030 |
| 6 | 2016 | BOS | 93 | 69 | 878 | 694 | 1.265 | 0.62 | 0.57 | 0.041 |
| 7 | 2016 | CHC | 103 | 58 | 808 | 556 | 1.453 | 0.68 | 0.64 | 0.043 |
| 8 | 2016 | CHW | 78 | 84 | 686 | 715 | 0.959 | 0.48 | 0.48 | 0.002 |
| 9 | 2016 | CIN | 68 | 94 | 716 | 854 | 0.838 | 0.41 | 0.42 | 0.007 |
| 10 | 2016 | CLE | 94 | 67 | 777 | 676 | 1.149 | 0.57 | 0.58 | 0.011 |
| 11 | 2016 | COL | 75 | 87 | 845 | 860 | 0.983 | 0.49 | 0.46 | 0.028 |
| 12 | 2016 | DET | 86 | 75 | 750 | 721 | 1.040 | 0.52 | 0.53 | 0.011 |
| 13 | 2016 | HOU | 84 | 78 | 724 | 701 | 1.033 | 0.52 | 0.52 | 0.002 |
| 14 | 2016 | KCR | 81 | 81 | 675 | 712 | 0.948 | 0.47 | 0.50 | 0.027 |
| 15 | 2016 | LAA | 74 | 88 | 717 | 727 | 0.986 | 0.49 | 0.46 | 0.036 |
| 16 | 2016 | LAD | 91 | 71 | 725 | 638 | 1.136 | 0.56 | 0.56 | 0.002 |
| 17 | 2016 | MIA | 79 | 82 | 655 | 682 | 0.960 | 0.48 | 0.49 | 0.008 |
| 18 | 2016 | MIL | 73 | 89 | 671 | 733 | 0.915 | 0.46 | 0.45 | 0.005 |
| 19 | 2016 | MIN | 59 | 103 | 722 | 889 | 0.812 | 0.40 | 0.36 | 0.033 |
| 20 | 2016 | NYM | 87 | 75 | 671 | 617 | 1.088 | 0.54 | 0.54 | 0.005 |
| 21 | 2016 | NYY | 84 | 78 | 680 | 702 | 0.969 | 0.48 | 0.52 | 0.034 |

figure 1.1 Baseball's Pythagorean Theorem 2005-2016.
errors is called the MAD (mean absolute deviation). ${ }^{1}$ We find that for our dataset the predicted winning percentages of the Pythagorean Theorem were off by an average of $2.17 \%$ per team.

Instead of blindly assuming win percentage can be approximated by using the square of the scoring ratio, perhaps we should try a formula to predict winning percentage, such as

$$
\begin{equation*}
\frac{\mathrm{R}^{\exp }}{\mathrm{R}^{\exp }+1} \tag{2}
\end{equation*}
$$

If we vary exp in (2) we can make (2) better fit the actual dependence of winning percentage on the scoring ratio for different sports.

1. Why didn't we just average the actual errors? Because averaging positive and negative errors would result in positive and negative errors canceling out. For example, if one team wins $5 \%$ more games than ( $1^{\prime}$ ) predicts and another team wins $5 \%$ less games than ( $1^{\prime}$ ) predicts, the average of the errors is 0 but the average of the absolute errors is $5 \%$. Of course, in this simple situation estimating the average error as $5 \%$ is correct while estimating the average error as $0 \%$ is nonsensical.

|  | N | 0 |
| :---: | :---: | :---: |
| 5 |  | MAD |
| 6 |  | 0.021 |
| 7 | 1.1 | 0.02812245 |
| 8 | 1.2 | 0.02617963 |
| 9 | 1.3 | 0.02441563 |
| 10 | 1.4 | 0.02289267 |
| 11 | 1.5 | 0.02160248 |
| 12 | 1.6 | 0.02069009 |
| 13 | 1.7 | 0.02014272 |
| 14 | 1.8 | 0.0199295 |
| 15 | 1.9 | 0.0201094 |
| 16 | 2 | 0.020513 |
| 17 | 2.1 | 0.02114432 |
| 18 | 2.2 | 0.02208793 |
| 19 | 2.3 | 0.02328749 |
| 20 | 2.4 | 0.02473436 |
| 21 | 2.5 | 0.02640258 |
| 22 | 2.6 | 0.02823811 |
| 23 | 2.7 | 0.03019355 |
| 24 | 2.8 | 0.03228514 |
| 25 | 2.9 | 0.03447043 |
| 26 | 3 | 0.03670606 |

figure 1.2 Dependence of Pythagorean Theorem Accuracy on Exponent.

For baseball, we will allow exp in (2) (exp is short for exponent) to vary between 1 and 3 . Of course $\exp =2$ reduces to the Pythagorean Theorem.

Figure 1-2 shows how the MAD changes as we vary exp between 1 and 3. This was done using the Data Table feature in Excel. ${ }^{2}$ We see that indeed $\exp =1.8$ yields the smallest MAD ( $1.99 \%$ ). An exp value of 2 is almost as good (MAD of 2.05\%), so for simplicity we will stick with Bill James's view that $\exp =2$. Therefore $\exp =2$ (or 1.8) yields the best forecasts if we use an equation of form (2). Of course, there might be another equation that predicts winning percentage better than the Pythagorean Theorem from runs scored and allowed. The Pythago-
2. See Chapter 1 Appendix for an explanation of how we used Data Tables to determine how MAD changes as we vary exp between 1 and 3 . Additional information available at https://support.office.com/en-us/article/calculate-multiple-results-by -using-a-data-table-e95e2487-6ca6-4413-ad12-77542a5ea50b.
rean Theorem is simple and intuitive, however, and does very well. After all, we are off in predicting team wins by an average of 162 *.0205, which is approximately three wins per team. Therefore, I see no reason to look for a more complicated (albeit slightly more accurate) model.

## HOW WELL DOES THE PYTHAGOREAN THEOREM FORECAST?

To test the utility of the Pythagorean Theorem (or any prediction model) we should check how well it forecasts the future. We chose to compare the Pythagorean Theorem's forecast for each Major League Baseball playoff series (2005-2016) against a prediction based just on games won. For each playoff series the Pythagorean method would predict the winner to be the team with the higher scoring ratio while the "games won" approach simply predicts the winner of a playoff series to be the team that won more games. We found that the Pythagorean approach correctly predicted 46 of 84 playoff series ( $54.8 \%$ ) while the "games won" approach correctly predicted the winner of only $55 \%$ ( 44 out of 80 ) playoff series. ${ }^{3}$ The reader is probably disappointed that even the Pythagorean method only correctly forecasts the outcome of under $54 \%$ of baseball playoff series. We believe that the regular season is a relatively poor predictor of the playoffs in baseball because a team's regular season record depends a lot on the performance of five starting pitchers. During the playoffs, teams only use three or four starting pitchers, so a lot of the regular season data (games involving the fourth and fifth starting pitchers) are not relevant for predicting the outcome of the playoffs.

For anecdotal evidence of how the Pythagorean Theorem forecasts the future performance of a team better than a team's win-loss record, consider the case of the 2005 Washington Nationals. On July 4, 2005, the Nationals were in first place with a record of 50-32. If we had extrapolated this win percentage, we would have predicted

[^0]a final record of $99-63$. On July 4, 2005, the Nationals' scoring ratio was .991 . On July 4, 2005, equation (1) would predict the Nationals to win around half (40) of the remaining 80 games and finish with a $90-72$ record. In reality, the Nationals only won 31 of their remaining games and finished at 81-81!

## IMPORTANCE OF PYTHAGOREAN THEOREM

The Baseball Pythagorean Theorem is also important because it allows us to determine how many extra wins (or losses) will result from a trade. As an example, suppose a team has scored 850 runs during a season and also given up 800 runs. Suppose we trade an SS (Joe) who "created" 150 runs for a shortstop (Greg) who created 170 runs in the same number of plate appearances. This trade will cause the team (all other things being equal) to score $170-150=20$ more runs. Before the trade, $\mathrm{R}=\frac{850}{800}=1.0625$, and we would predict the team to have won $\frac{162 * 1.0625^{2}}{1+1.0625^{2}}=85.9$ games. After the trade, $\mathrm{R}=\frac{870}{800}=1.0875$, and we would predict the team to have won $\frac{162 * 1.0875^{2}}{1+1.0875^{2}}=87.8$ games. Therefore, we estimate the trade makes our team $87.8-85.9=1.9$ games better. In Chapter 9, we will see how the Pythagorean Theorem can be used to help determine fair salaries for Major League Baseball players.

## FOOTBALL AND BASKETBALL "PYTHAGOREAN THEOREMS"

Does the Pythagorean Theorem hold for football and basketball? Daryl Morey, currently the General Manager for the Houston Rockets NBA team, has shown that for the NFL, equation (2) with
4. In Chapters 2-4 we will explain in detail how to determine how many runs a hitter creates.
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|  | A | B | C | D | E | F | G | H | I | $J$ | K | L | M | N |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1 |  |  |  |  |  |  |  | Exp | 2.370 | MAD | 0.051 |  |  |  |
| 2 | Year | Team | Wins | Losses | Ties | PF | PA | Ratio | Pred W-L\% | Act W-L\% | Error |  |  |  |
| 3 | 2015 | Arizona Cardinals | 13 | 3 | 0 | 489 | 313 | 1.56 | 0.742 | 0.813 | 0.071 |  |  |  |
| 4 | 2015 | Atlanta Falcons | 8 | 8 | 0 | 339 | 345 | 0.98 | 0.490 | 0.5 | 0.010 |  |  | MAD |
| 5 | 2015 | Baltimore Ravens | 5 | 11 | 0 | 328 | 401 | 0.82 | 0.383 | 0.313 | 0.070 |  | Exp | 0.051130558 |
| 6 | 2015 | Buffalo Bills | 8 | 8 | 0 | 379 | 359 | 1.06 | 0.532 | 0.5 | 0.032 |  | 1.5 | 0.087458019 |
| 7 | 2015 | Carolina Panthers | 15 | 1 | 0 | 500 | 308 | 1.62 | 0.759 | 0.938 | 0.179 |  | 1.6 | 0.083786393 |
| 8 | 2015 | Chicago Bears | 6 | 10 | 0 | 335 | 397 | 0.84 | 0.401 | 0.375 | 0.026 |  | 1.7 | 0.080410576 |
| 9 | 2015 | Cincinnati Bengals | 12 | 4 | 0 | 419 | 279 | 1.50 | 0.724 | 0.75 | 0.026 |  | 1.8 | 0.077291728 |
| 10 | 2015 | Cleveland Browns | 3 | 13 | 0 | 278 | 432 | 0.64 | 0.260 | 0.188 | 0.072 |  | 1.9 | 0.074380834 |
| 11 | 2015 | Dallas Cowboys | 4 | 12 | 0 | 275 | 374 | 0.74 | 0.325 | 0.25 | 0.075 |  | 2 | 0.071698879 |
| 12 | 2015 | Denver Broncos | 12 | 4 | 0 | 355 | 296 | 1.20 | 0.606 | 0.75 | 0.144 |  | 2.1 | 0.069282984 |
| 13 | 2015 | Detroit Lions | 7 | 9 | 0 | 358 | 400 | 0.90 | 0.435 | 0.438 | 0.003 |  | 2.2 | 0.067048672 |
| 14 | 2015 | Green Bay Packers | 10 | 6 | 0 | 368 | 323 | 1.14 | 0.577 | 0.625 | 0.048 |  | 2.3 | 0.065010818 |
| 15 | 2015 | Houston Texans | 9 | 7 | 0 | 339 | 313 | 1.08 | 0.547 | 0.563 | 0.016 |  | 2.4 | 0.063455288 |
| 16 | 2015 | Indianapolis Colts | 8 | 8 | 0 | 333 | 408 | 0.82 | 0.382 | 0.5 | 0.118 |  | 2.5 | 0.062158811 |
| 17 | 2015 | Jacksonville Jaguars | 5 | 11 | 0 | 376 | 448 | 0.84 | 0.398 | 0.313 | 0.085 |  | 2.6 | 0.061279631 |
| 18 | 2015 | Kansas City Chiefs | 11 | 5 | 0 | 405 | 287 | 1.41 | 0.693 | 0.688 | 0.005 |  | 2.7 | 0.060819271 |
| 19 | 2015 | Miami Dolphins | 6 | 10 | 0 | 310 | 389 | 0.80 | 0.369 | 0.375 | 0.006 |  | 2.8 | 0.060758708 |
| 20 | 2015 | Minnesota Vikings | 11 | 5 | 0 | 365 | 302 | 1.21 | 0.610 | 0.688 | 0.078 |  | 2.9 | 0.060941558 |
| 21 | 2015 | New England Patriots | 12 | 4 | 0 | 465 | 315 | 1.48 | 0.716 | 0.75 | 0.034 |  | 3 | 0.061357921 |
| 22 | 2015 | New Orleans Saints | 7 | 9 | 0 | 408 | 476 | 0.86 | 0.410 | 0.438 | 0.028 |  | 3.1 | 0.061891886 |
| 23 | 2015 | New York Giants | 6 | 10 | 0 | 420 | 442 | 0.95 | 0.470 | 0.375 | 0.095 |  | 3.2 | 0.062648637 |
| 24 | 2015 | New York Jets | 10 | 6 | 0 | 387 | 314 | 1.23 | 0.621 | 0.625 | 0.004 |  | 3.3 | 0.063594958 |
| 25 | 2015 | Oakland Raiders | 7 | 9 | 0 | 359 | 399 | 0.90 | 0.438 | 0.438 | 0.000 |  | 3.4 | 0.06474528 |
| 26 | 2015 | Philadelphia Eagles | 7 | 9 | 0 | 377 | 430 | 0.88 | 0.423 | 0.438 | 0.015 |  | 3.5 | 0.065955742 |
| 27 | 2015 | Pittsburgh Steelers | 10 | 6 | 0 | 423 | 319 | 1.33 | 0.661 | 0.625 | 0.036 |  |  |  |

figure 1.3 Predicted NFL Winning Percentages: Exp=2.37.
$\exp =2.37$ gives the most accurate predictions for winning percentage, while for the NBA, equation (2) with $\exp =13.91$ gives the most accurate predictions for winning percentage. Figure 1-3 gives the predicted and actual winning percentages for the 2015 NFL, while Figure 1-4 gives the predicted and actual winning percentages for the 2015-2016 NBA. See the file Sportshwl.xls

For the 2008-2015 NFL seasons we found MAD was minimized by $\exp =2.8$. $\operatorname{Exp}=2.8$ yielded a MAD of $6.08 \%$, while Morey's $\exp =2.37$ yielded a MAD of $6.39 \%$. For the NBA seasons 2008-2016 we found $\exp =14.4$ best fit actual winning percentages. The MAD for these seasons was $2.84 \%$ for $\exp =14.4$ and $2.87 \%$ for $\exp =13.91$. Since Morey's values of exp are very close in accuracy to the values we found from recent seasons we will stick with Morey's values of exp. See file Sportshwl.xls.

Assuming the errors in our forecasts follow a normal random variable (which turns out to be a reasonable assumption) we would
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|  | A | B | C | D | E | F | G | H | 1 | J | K | L | M |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1 |  |  |  |  |  |  | Exp | 13.910 | MAD | 0.0287 |  |  |  |
| 2 | Year | Team | Wins | Losses | Points | Opp Points | Ratio | Pred W-L\% | Act W-L\% | Error |  |  |  |
| 3 | 2015-16 | Atlanta Hawks | 48 | 34 | 8433 | 8137 | 1.04 | 0.622 | 0.585 | 0.037 |  |  |  |
| 4 | 2015-16 | Boston Celtics | 48 | 34 | 8669 | 8406 | 1.03 | 0.606 | 0.585 | 0.021 |  |  |  |
| 5 | 2015-16 | Brooklyn Nets | 21 | 61 | 8089 | 8692 | 0.93 | 0.269 | 0.256 | 0.013 |  | Exp | 0.0287 |
| 6 | 2015-16 | Charlotte Hornets | 48 | 34 | 8479 | 8256 | 1.03 | 0.592 | 0.585 | 0.007 |  | 12 | 0.0340286 |
| 7 | 2015-16 | Chicago Bulls | 42 | 40 | 8335 | 8456 | 0.99 | 0.450 | 0.512 | 0.062 |  | 12.2 | 0.0332135 |
| 8 | 2015-16 | Cleveland Cavaliers | 57 | 25 | 8555 | 8063 | 1.06 | 0.695 | 0.695 | 6E-05 |  | 12.4 | 0.0324282 |
| 9 | 2015-16 | Dallas Mavericks | 42 | 40 | 8388 | 8413 | 1 | 0.490 | 0.512 | 0.022 |  | 12.6 | 0.0317199 |
| 10 | 2015-16 | Denver Nuggets | 33 | 49 | 8355 | 8609 | 0.97 | 0.397 | 0.402 | 0.005 |  | 12.8 | 0.0310445 |
| 11 | 2015-16 | Detroit Pistons | 44 | 38 | 8361 | 8311 | 1.01 | 0.521 | 0.537 | 0.016 |  | 13 | 0.0304509 |
| 12 | 2015-16 | Golden State Warriors | 73 | 9 | 9421 | 8539 | 1.1 | 0.797 | 0.89 | 0.093 |  | 13.2 | 0.0298964 |
| 13 | 2015-16 | Houston Rockets | 41 | 41 | 8737 | 8721 | 1 | 0.506 | 0.5 | 0.006 |  | 13.4 | 0.0294269 |
| 14 | 2015-16 | Indiana Pacers | 45 | 37 | 8377 | 8237 | 1.02 | 0.558 | 0.549 | 0.009 |  | 13.6 | 0.0290408 |
| 15 | 2015-16 | Los Angeles Clippers | 53 | 29 | 8569 | 8218 | 1.04 | 0.641 | 0.646 | 0.005 |  | 13.8 | 0.0287533 |
| 16 | 2015-16 | Los Angeles Lakers | 17 | 65 | 7982 | 8766 | 0.91 | 0.214 | 0.207 | 0.007 |  | 14 | 0.0285995 |
| 17 | 2015-16 | Memphis Grizzlies | 42 | 40 | 8126 | 8310 | 0.98 | 0.423 | 0.512 | 0.089 |  | 14.2 | 0.0284997 |
| 18 | 2015-16 | Miami Heat | 48 | 34 | 8204 | 8069 | 1.02 | 0.557 | 0.585 | 0.028 |  | 14.4 | 0.0284481 |
| 19 | 2015-16 | Milwaukee Bucks | 33 | 49 | 8122 | 8465 | 0.96 | 0.360 | 0.402 | 0.042 |  | 14.6 | 0.0284727 |
| 20 | 2015-16 | Minnesota Timberwolves | 29 | 53 | 8398 | 8688 | 0.97 | 0.384 | 0.354 | 0.03 |  | 14.8 | 0.028568 |
| 21 | 2015-16 | New Orleans Pelicans | 30 | 52 | 8423 | 8734 | 0.96 | 0.377 | 0.366 | 0.011 |  | 15 | 0.0287573 |
| 22 | 2015-16 | New York Knicks | 32 | 50 | 8065 | 8289 | 0.97 | 0.406 | 0.39 | 0.016 |  | 15.2 | 0.0289692 |
| 23 | 2015-16 | Oklahoma City Thunder | 55 | 27 | 9038 | 8441 | 1.07 | 0.721 | 0.671 | 0.05 |  | 15.4 | 0.0292675 |
| 24 | 2015-16 | Orlando Magic | 35 | 47 | 8369 | 8502 | 0.98 | 0.445 | 0.427 | 0.018 |  | 15.6 | 0.0296178 |
| 25 | 2015-16 | Philadelphia 76ers | 10 | 72 | 7988 | 8827 | 0.9 | 0.200 | 0.122 | 0.078 |  | 15.8 | 0.0300081 |
| 26 | 2015-16 | Phoenix Suns | 23 | 59 | 8271 | 8817 | 0.94 | 0.291 | 0.28 | 0.011 |  | 16 | 0.0304529 |
| 27 | 2015-16 | Portland Trail Blazers | 44 | 38 | 8622 | 8554 | 1.01 | 0.528 | 0.537 | 0.009 |  |  |  |

figure 1.4 Predicted NBA Winning Percentages: $\operatorname{Exp}=13.91$.
expect around $95 \%$ of our NBA win forecasts to be accurate within $2.5 * \mathrm{MAD}=7.3 \%$. Over 82 games this is about 6 games. So whenever the Pythagorean forecast for wins is off by more than six games, the Pythagorean prediction is an "outlier." When we spot outliers we try and explain why they occurred. The 2006-2007 Boston Celtics had a scoring ratio of .966, and Pythagoras predicts the Celtics should have won 31 games. They won seven fewer games (24). During that season many people suggested the Celtics "tanked" games to improve their chance of having the \#1 pick (Greg Oden and Kevin Durant went 1-2) in the draft lottery. The shortfall in the Celtics' wins does not prove this conjecture, but the evidence is consistent with the Celtics winning substantially fewer games than chance would indicate.
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CHAPTER 1 APPENDIX: DATA TABLES
The Excel Data Table feature enables us to see how a formula changes as the values of one or two cells in a spreadsheet are modified. In this appendix we show how to use a one-way data table to determine how the accuracy of (2) for predicting team winning percentage depends on the value of exp. To illustrate let's show how to use a oneway data table to determine how varying exp from 1 to 3 changes our average error in predicting an MLB's team winning percentage (see Figure 1-2).

Step 1: We begin by entering the possible values of $\exp (1,1.1, \ldots, 3)$ in the cell range N7:N26. To enter these values we simply enter 1 in N7 and 1.1 in N8 and select the cell range N7:N8. Now we drag the cross in the lower right-hand corner of N8 down to N26.

Step 2: In cell O6 we enter the formula we want to loop through and calculate for different values of $\exp$ by entering the formula $=\mathrm{J} 1$. Then we select the "table range" N6:O26.

Step 3: Now we select Data Table from the What If section of the ribbon's Data tab.


Step 4: We leave the row input cell portion of the dialog box blank but select cell G1 (which contains the value of exp) as the column input cell. After selecting OK we see the results shown in Figure 1-2. In effect, Excel has placed the values 1, 1.1, . . , 3 into cell G1 and computed our MAD for each listed value of exp.

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[^0]:    3. In four playoff series the opposing teams had identical win-loss records, so the "games won" approach could not make a prediction.
