

include *The Wizard of Oz*, which can be used to drive home points about change management; *The Dirty Dozen*, which can be used for team-building concepts; *Crimson Tide*, which can be used for management and leadership issues; and *Apollo 13*, which can be used for creativity and problem solving. Working with your team, use one of the films as a basis for an oral presentation, dramatizing salient concepts in small group communication.

6. Select one of the following films: 12 *Angry Men*, *All the King's Men*, *Blue Chips*, *Brave Heart*, *The Bridge on the River Kwai*, *Charge of the Light Brigade*, *The Commitments*, *Cool Running*, *Courage Under Fire*, *Dead Poets Society*, *Excalibur*, *The Flight of the Phoenix*, *G.I. Jane*, *Glory*, *Grapes of Wrath*, *Heart of Darkness*, *Hoosiers*, *The Hunt for Red October*, *A League of Their Own*, *Lean on Me*, *Lord of the Flies*, *The Man Who Would Be King*, *Others*, *People's Money*, *Saving Private Ryan*, *Stand by Me*, *Twelve O'Clock High* (see Hartwick Classic Leadership Cases & Hartwick Classic Film Leadership Cases, <http://www.hartwick.edu/hlm/casestudies.htm>). Discuss leadership being exercised in the film. Use specific, concrete examples from the film to dramatize your ideas. What leadership theories, traits, behaviors, and concepts are dramatized in the film? Who demonstrates leadership? What communication strategies does the leader employ? How does the person emerge as leader? What leadership style is represented and dramatized? What are some of the ways in which the leader engages in emotional management to exert leadership and influence? What is power? What type of power do leaders use to exert influence? From this vantage point, what is effective and appropriate leadership? (See D. C. Shields and V. Kidd, "Teaching Through Popular Film: A Small Group Analysis of *The Poseidon Adventure*," *The Speech Teacher*, 1973, v22 pp201-207.)

7. Go to http://www.newlink.com/~donclark/leader/bn_model.html. Complete the leadership questionnaire and analyze your motivational style of leadership. Choose PowerTrac on your InfoTrac College Edition; select "key word" in the search index. Type "Team Leadership." Annotate at least three articles on some aspect of leadership. If you are using an asynchronous discussion board in your course, write a brief review (300-400 words), and share your research with your group members in your course discussion forum.



CASE STUDY

Leading a Corporate Task Force

CASE BACKGROUND

Mary Schilling is a bright, upwardly mobile executive in a midwestern corporation. She has all the formal training and skills that the company expects of her. For the past five years, she has worked hard and successfully for the company. She has received three promotions and held management responsibilities for two years. Her personnel file contains glowing reports about her abilities.

Last year, one of the senior vice-presidents of the company put her in charge of a special task force that was to reposition an old company product that had leveled off in sales growth. This was the sort of management opportunity Mary wanted. She knew that the clear road to top management always included success with a product through the effective use of a task force.

The senior vice-president gave Mary authority to bring together whatever materials and human resources were necessary to complete the task. Mary gave a lot of thought and planning to the designing of the task force and the calling of the first meeting. She selected a vice-president—Tom—who had been her supervisor when she came to work at the company. She felt sure that he would support her and that his twenty-five years of management experience would be a valuable reservoir of expert knowledge. Mary invited two "hothouse" marketing experts—Jim and Bill, who were fresh from graduate school—because of their skills in quantitative research. She also included two of the company's best salespeople—Carl and Vince—because they had worked firsthand with the product. Finally, she included an accountant—Sally—who had worked out the original unit cost of production. Mary was pleased that she could include another woman on the task force.

CASE LOG

Mary personally contacted the six group members by phone and secured their enthusiastic support to participate in the task force. Only Tom, the vice-president, seemed somewhat tentative. Mary reserved a meeting room, set a time for the first meet-

ing, consulted everyone's calendar, and sent a printed agenda and a list of the members to all the participants. She checked out the meeting room in advance and was convinced that every pre-meeting detail had been taken care of. She was truly excited about the prospect of the first weekly meeting.

First Meeting

Mary was elated by the results of the first meeting. It had started with a lot of nervous conversation, and she had envisioned failure. Jim and Bill, the two marketing experts, sat on one side of the table engaged in private conversation; Carl and Vince, the two salespeople, sat huddled on the other side of the table. Sally, the accountant, sat by herself and appeared to be nervous. However, just when things looked grim, Tom came to her rescue. He told one humorous story after another and soon the group was talking and laughing boisterously about their common problems with the company cafeteria and parking. Mary seized this relaxed atmosphere and moved right into the planned agenda.

The group worked smoothly for more than an hour, reaching general agreement on the broad goals for the task force and the yearlong timetable for the completion of their task. They reinforced one another's belief that they had formed a good group and that it would be fun to work together on this enjoyable task. After the meeting, Tom made a special point of complimenting Mary on what a fine job she had done and said that he was glad the company had recognized her leadership potential.

Second Meeting

Mary was not surprised that the second meeting did not run as smoothly as the first. After all, she had built in some real differences of opinion when she brought in two marketing people and two salespeople, but she had not anticipated that the two pairs would polarize so quickly, or that there would be so many cheap jokes with hidden meanings traded back and forth about who knew more about the product—the sales force or marketing people. She also thought that Sally would come out of her shell, but she seemed even more withdrawn.

Fortunately, Tom was there and he continued to relieve the tense moments with a wealth of jokes. Mary became more aware of her job in terms of resolving the conflicts between Jim and Bill on one side, and Carl and Vince on the other.

Third Meeting

This meeting Mary characterized as a disaster! The two salespeople really got into it with the marketing people on why the product was not showing growth in sales. Mary quickly stepped in to resolve the conflict but, to her surprise, was rebuffed by all four of the combative participants: Jim, Bill, Carl, and Vince seemed to challenge her leadership of the group on the grounds that she had no expert knowledge of the product. She had not worked out in the field selling the product, nor did she possess technical knowledge about marketing the product. Mary got a bit defensive and quickly listed several of her accomplishments in designing the product while working in Tom's division of the company.

At this point, Tom stepped in and put the two young marketing hotheads in their place. The meeting went silent. Mary was pleased that Tom had resolved the bickering but resentful that his action seemed to challenge her leadership of the task force. But Mary was most resentful of *stout Sally*. How could she just sit there and not take a position? At least Mary knew where Jim and Bill stood. The agenda that Mary had set for this meeting remained unaccomplished.

Fourth and Fifth Meetings

These meetings were marked by continual conflict between the marketing experts and the salespeople. Sally continued to remain silent. Tom became more and more involved in settling disputes between the sales and marketing people. Mary felt more and more as though she was on the outside looking in. The group simply ignored her for long periods. What troubled Mary the most was why Tom was challenging her leadership of the task force. She was deeply troubled and felt betrayed.

Sixth Meeting

Tom surprised Mary by approaching her right before the meeting and suggesting that he be taken off the task force. Mary gushed that that was the last thing she wanted him to do. She reassured him that the problems would work out, and he finally

agreed to stay in the group. During the meeting, Mary was angry with herself for talking Tom into staying. Tom continued to challenge Mary's leadership, and Mary was now firmly convinced that if Tom were not on the task force, she could easily manage the remaining five members, especially if she could get Sally's support.

After the meeting, she approached Sally and asked her directly for her open verbal support for the remaining meetings. Sally suggested that they meet for dinner that evening. The results of this dinner meeting were that Sally agreed to support Mary's leadership of the task force actively. Mary then drove to Tom's house, and after a long and friendly chat, they agreed that Tom should leave the group so that Mary would be the undisputed leader.

Seventh and Eighth Meetings

These meetings were even less productive than when Tom was present. Sally was rather obvious in her sudden support of Mary. The four men had clearly closed ranks in opposition to Mary and fought her every suggestion. More and more of the workload, both in and out of the meetings, fell onto Mary's and Sally's shoulders.

Ninth Meeting

This meeting was never held. Mary had great difficulty finding a time when all members could meet. Reluctantly, she went to the senior vice-president who had put her in charge of the task force and calmly explained the problems she had encountered over the past two months. Much to her surprise, the senior vice-president was well aware of the personal and productivity failures of the task force. In fact, he informed Mary that a decision to reposition the old company product would be postponed for a year. Mary was asked to turn in a report of anything that was accomplished, and with Sally's assistance, she prepared a short report of the task force's progress. With the completion of this report, Mary's responsibility for the task force was terminated.

CASE QUESTIONS

1. Was the failure of this group inevitable, or was this the most success that Mary could have hoped for?

2. Was Mary's problem in leading the group the result of latent sexism on the part of the male members?
3. Should Mary have asked Tom to leave the group earlier, or even included him in the group in the first place?
4. If you were writing a diary for other members of the group, what would you say about Mary's leadership in the group?