CAPSTONE: Remember the Titans

Activity Statement:
• Participate in discussion relating concepts of Leadership Studies to the movie Remember the Titans.

Affective Lesson Objective:
• Value the relationship of the Leadership Studies curriculum as it relates to the movie Remember the Titans.

Affective Samples of Behavior:
• Actively participate in classroom discussion by relating Remember the Titans to experiences in AS 300/OTS.
• Assert how specific scenes in the movie illustrated/reinforced concepts, principles, and ideas taught in AS 300/OTS.
Have you wondered how all the lessons you’ve been taught this year tie together? Maybe you’ve asked, “how can I use this stuff?” Remember the Titans is based on a true story. In the movie, Coach Boone applied the very same leadership and management techniques you’ve learned here in AS 300/OTS. This lesson will cover many of those “theories” you’ve learned this year.

A QUICK LOOK BACK

A quick review of leadership and management principles is necessary to help you focus on the movie. This is merely a review of the high points to refresh your memory. If you need to read the chapters of the particular lessons, by all means refer back to those lessons.

1. Followership
   - **Sheep** don’t play an active role and simply comply with orders.
   - **Yes People** readily carry out orders uncritically.
   - **Survivors** are rarely committed to work/group goals and have learned not to make waves.
   - **Alienated Followers** are festering wounds in an organization that are happy to criticize, but never offer support or solutions.
   - **Effective Followers** are active role players, but not “yes” people. They reflect on organization goals and are not hesitant to bring concerns to their boss.

2. Team Building
   - **Forming**...when group initially comes together.
   - **Norming**...when the group takes on an identity, begins to work together, and shares a common goal.
   - **Storming**...when the group has been fully challenged by a task and there are bids for power, competing, boundary testing.
   - **Performing**...the stage of effective performance. Group members capitalize on each others strengths and weaknesses.

3. Power and Influence
   - **Personal expertise** comes from the power of knowledge, capability, and experience.
   - **Personal attraction** refers to the appeal one has due to charisma, agreeable behavior, and physical characteristics.
- **Personal effort** is the potential to influence others due to one’s commitment and motivation.

- **Personal legitimacy** is credibility due to one’s formal or official authority.

- **Positional centrality** is based on one’s access to information in a communication network.

- **Positional flexibility** is the amount of discretion vested in a position.

- **Positional visibility** is the degree to which task performance is seen by influential people in the organization.

- **Positional relevance** is the alignment of assigned tasks and organizational priorities.

4. Full-Range Leadership

- **Laissez-faire...** This leadership behavior can be characterized by, essentially, the absence of action or leadership.

- **Transactional...** As the title indicates, there is a ‘transaction’ between leaders and subordinates where performance equals reward. There are two methods of accomplishing this transaction: Management by Exception and Contingent Reward.

- **Transformational...** Focus becomes motivating/inspiring others. Four types: Individual Consideration (IC), Intellectual Stimulation (IS), Inspirational Motivation (IM), and Idealized Influence (II).

5. Effective Supervision: Five Rules

- Get involved

- Open channels of communication

- Give your people a chance to develop

- Establish standards and stick to them

- Provide feedback

6. Motivation

- **Survival** needs are the lowest and must be met.

- **Safety** needs are physical and psychological.

- **Belonging** needs are love, warmth, and approval from others.
- **Esteem** needs make us feel important—achieving something and doing a job well done. These needs are largely external.

- **Self-actualization** needs make people strive to reach their ultimate potential. These needs are largely internal.


<table>
<thead>
<tr>
<th>PERSONAL</th>
<th>ORGANIZATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Embodiment of the Airman’s Culture</td>
<td>Employing Military Capabilities</td>
</tr>
<tr>
<td>- Ethical leadership</td>
<td>Enterprise Perspective</td>
</tr>
<tr>
<td>- Followership</td>
<td>Strategic Thinking</td>
</tr>
<tr>
<td>- Warrior ethos</td>
<td>Managing Organizations and Resources</td>
</tr>
<tr>
<td>- Develops self</td>
<td></td>
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</tbody>
</table>

**Communication**
- Speaking and writing
- Active listening

**PEOPLE/TEAMS**

Leading People
- Develops and inspires others
- Takes care of people
- Diversity

Fostering collaborative relationships
- Builds teams and coalitions
- Negotiating
Below is the cast of characters you should pay attention to during the movie. Although there are many characters in this movie, your guided discussion will focus on the ones listed below.

**REMEMBER THE TITANS CAST OF CHARACTERS**

**Coach Boone:** Head coach

**Coach Yoast:** Defensive coach; former head coach

**Julius Campbell:** Main African-American player; linebacker

**Gary Bertier:** Team Captain

**Coach Hines:** Offensive line coach

**Deke Jones (Petey):** Running back

**Jerry Harris (Rev):** Quarterback

**Louis Lastik:** Big Caucasian lineman

**Coach Tyrell:** Special teams coach

**Ronnie Bass (Sunshine):** Quarterback

**Ray:** #87

**Conclusion**

Knowing and understanding leadership and management is a key to success as a leader. It is up to you to take the theories and information presented this year and displayed in this lesson and apply them both in Leadership Lab and when you become an officer. Just as Julius said in the movie, “Attitude reflects leadership.” Make sure your people have a positive attitude.