

**The Dance of Leadership:
("Scent of a Woman")**
wayne.smith@csun.edu
[updated: Sunday, December 1, 2013]

Course: *MGT 360*
Title: *Management and Organizational Behavior (3 units)*

"Leaders must encourage their organizations to dance to music yet to be heard."

"Leadership is the capacity to translate vision into reality."

"People who cannot invent and reinvent themselves must be content with borrowed postures, secondhand ideas, [and] fitting in instead of standing out."
---Warren Bennis (1925-)

Purpose

The purpose of this document is to help structure the discussion for the critical management topic of *leadership*. In particular, we will use a clip from the popular movie "Scent of a Woman" (1992).

Scene setup

In this movie, Al Pacino plays a retired Lt. Colonel ("Frank") who was accidentally blinded years ago in a military training exercise. He has a young assistant who helps him played by Chris O'Donnell ("Charlie"). In this scene, Frank has traveled to New York with the help of Charlie, and the two have dinner reservations at the hotel's elegant restaurant and ballroom. They sit down at a table, and notice that at a nearby table a young woman ("Donna", played by Gabrielle Anwar) is sitting by herself (she is waiting for her date, a male companion who will arrive later in the scene).

Frank, a curious individual, investigates the situation...

(roll clip)...

Leadership

The following categories were taken from the textbook—Carpenter (Chapter 10) “Leading People and Organizations”. Identify at least one issue from the video clip for each cell below (not all cells may be relevant).

Key Attributes of various Leadership “Styles”	Issue(s)/Example(s) from the Movie
<p><i>Contingency</i> (<i>Fieldler</i>) (“<i>personality</i>”)</p> <p>leader-subordinate, position power, task structure</p>	
<p><i>Situational</i> (<i>Blanchard/Hershey</i>) (“<i>followership</i>”)</p> <p>commitment, competence</p>	
<p><i>Path-Goal</i> (<i>House</i>) (“<i>expectancy</i>”)</p> <p>effort→performance, performance→rewards, rewards→value</p>	
<p><i>Normative</i> (<i>Vroom-Yetton-Jago</i>) (“<i>involvement</i>”)</p> <p>decision significance, importance of commitment, leader expertise likelihood of commitment, goal alignment, group expertise, team competence</p>	

Contemporary Leadership Theory and Practice	Issue(s)/Example(s) from the Movie
<p><i>Transactional Leadership</i></p> <p>(provides resources in exchange)</p>	
<p><i>Transformational Leadership</i></p> <p>(aligning employee's goals with leader's goals)</p>	
<p><i>Leader-Member Exchange Theory</i></p> <p>(strength of past, present, and future trust-based relationships)</p>	
<p><i>Servant Leadership</i></p> <p>(chief task of a leader is to develop leadership characteristics in others)</p>	
<p><i>Authentic Leadership</i></p> <p>(through acts, perception by others of a distinctive, genuine persona)</p>	