

# HTM 491 – Leadership and Self Savvy

## Midterm/Spring 2012

Student Name: **Brittney Murphy**

Name of Movie: **Crash**

Instructions: Fill in the template on the next two slides. Use 10 point font. Fill in every section for each of the 7 theories listed in the table. When finished, save the 3 slides as a pdf file. Print and bring a hard copy of the pdf file to class March 13. Post a pdf file of your midterm on your blog, but do not post until after class March 13. Post by noon March 14.

Grading: Based on clarity of ideas, being able to distinguish among the different theories based on the definitions/examples you provide. You must refer to at least 4 characters (total overall, not in each example) in your examples. Remember to be specific and refer to the **slides and articles** throughout.

<p><b>Trait Based Theories</b></p>	<p>Trait theory assumes that individuals inherit specific qualities that make them a natural born leader. This theory identifies certain characteristics based on human personality. It is primarily measuring personality traits based on patterns that have developed into habits of behaviors, thoughts, and emotions. Traits differ from person to person, influence behavior and have the potential to become stable over time.</p>	<p>1) Daniel the handyman comes home and gives his daughter Lara his invisibility coat.</p> <p>2) The daughter Lara runs to save her Dad from the Persian man holding him at gunpoint.</p>	<p>1) Daniel (the Mexican handyman) and his daughter Lara.</p> <p>2) Daniel, Lara, The Persian Store Owner</p>	<p>1) In this scene, Daniel comes home and finds his daughter laying under her bed. His daughter Lara told him she heard bangs (gun shots), so she was under her bed to be safe. Her dad (Daniel) told her a story about a fairy that came to visit him when he was 5 years old, to give him an invisibility coat to protect him. He said the fairy told him nothing can penetrate the coat and he will be safe from all harm. The fairy also told him to not take it off until he gives it to his daughter when she turns five years old. Daniel was a natural leader in this scene because he gave his daughter comfort by giving her his invisibility coat. As a father I felt he showed leadership by making his daughter and her emotions his main concern and finding a solution to keep her from being scared and worry free by giving her the imaginary invisibility coat. The "coat" will help her develop the habit of having better thoughts, emotions and behaviors towards the negative situations she may experience in life, which transitioned positively in a scene later on in the movie.</p> <p>2) In the second scene that involved Daniel and Lara, Lara seen that her dad was outside in a bad situation. The Persian man came to their house and had Daniel at gun point as he demanded his money back for his store being robbed. Daniel offered what he had but the Persian man refused to accept and continued to demand for his money back. Lara was afraid what would happen to her dad because she now had the invisibility coat. She acted as a natural born leader in this scene because she made a brave move and ran to her fathers rescue in order to protect him. Lara was willing to sacrifice herself to save her fathers life as she jumped into his arms, then whispered "I'll protect you." It was a very touching scene symbolizing leadership in both the father and the daughter because he played a part in how she was willing to save him. Thankfully, nothing happened to either of them and they immediately went inside their home, leaving the confused man outside.</p>
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<b>Skills and Competencies (Use HTM Model)</b>	<p>Based on the HTM model of skills and competencies there are three main categories of competencies which are <b>Business Savvy</b>, <b>People Savvy</b>, and <b>Self Savvy</b>. Involved in these competencies are a combination of skill sets.</p> <p><b>1)Business Savvy</b> are the skills of number wise, planning, creative decision making and superior technical service.</p> <p><b>2)People Savvy</b> are the skill sets of interpersonal communication, networking, coaching/training, and superior expressive service.</p> <p><b>3)Self Savvy</b> are the skills of professionalism, time management/ priorities, self development, and spirit of optimism.</p>	The Politician Rick and his wife Jean were car jacked by two black guys.	The Politician Rick Cabot, His wife Jean Cabot, the two robbers Anthony and Peter	<p>In this scene Rick and Jean are coming back from an event and walk pass Anthony and Chris along the sidewalk on the way to their car. Anthony and Chris made an impulse decision to rob the couple by demanding for the couple to get out of the car while having them at gun point.</p> <p>Rick was concerned about the aftermath of the situation that occurred in that scene. Being that Rick was a politician, he demonstrates Business Savvy skills in his character by being concerned about the black vote being affected based on the fact that he got robbed by two black men. Rick is strategically planning on how to handle his press conference and what decisions to make so he doesn't lose a certain crowd of voters.</p>
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## Behavior Based Theories (Use MLQ or LPI)

Behavior Based theory states that leaders are naturally focused on one behavior or the other. People can be task oriented or relationship oriented. There are a number of instruments used to determine an individuals behavior type.

**LPI** is one of the test that are used. This test is broken down into five categories: model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart.

**Relationship Oriented:** Relationship theory has more of a social focus. People carry out the behavior of socially engaging with others in order to build a closer bond, which allows them to feel good.

**Task Oriented:** People are structured by delegating tasks and keeping up with deadlines, in the interest of putting tasks before building relationship.

1) Officer Ryan & his partner (Officer Hanson) pulled over a black SUV as Officer Ryan harassed a couple for personal reasons.

Officer Ryan, Officer Tom Hanson, Cameron (The Producer), Christine (Cameron's Wife)

1) Officer Ryan got a dispatch call over the radio about a black stolen SUV, so as he turns the corner he sees a black SUV with a black couple inside, so he decides to pull the car over even though the car does not match the license plate reported. This scene proves that Officer Ryan was more task oriented due to him pulling the car over and harassing the couple for no valid reason in order to feel like he was doing his job. Officer Ryan went beyond his job title by harassing the woman and offending the husbands manhood just because he felt empowered to take the couple in for operating a sexual act while operating a motor vehicle. This scene was a sign that Officer Ryan was not concerned about building a relationship with his partner Officer Hanson, instead he was more concerned with performing a duty.

2) In the mist of being harassed, Cameron overlooked the value of respect in his marriage by allowing Officer Ryan to fill up his wife in front of him. Officer Ryan was inappropriate towards the woman Christine as he touched her beyond comfort level and tormented her about her sexual activity on her husband while he was operating a vehicle. Cameron showed task oriented behavior in this scene by choosing to obey the law and cooperate with the police officer. The reason I felt his behavior was on the basis of task orientation was due to his character being more concerned with maintaining his image and not going to jail, instead of caring more about the neglect towards his wife in that given situation. Cameron allowed his dignity to be taken from him by excepting the disrespect along with doing nothing to stop the officer from disrespecting his wife.

<p><b>Leader/Member Exchange (LMX)</b></p>	<p>This one-to-one relationship behavior is developed between the leader and the follower over a series of 3 phases: (stranger, acquaintance, partnership).</p> <p><b>Phase 1 – Stranger</b> : quality exchanges, contractual relationships Leaders push down, Followers do not trust but willing to follow for certain benefits</p> <p><b>Phase 2 – Acquaintance</b> :Medium quality exchanges, testing of relationship, Members begin to trust each other Focus on the good of the group</p> <p><b>Phase 3 – Partnership</b> :High quality exchanges, negotiations Reciprocating influences Group interested motives on both sides</p>	<p>Officer Ryan fled to a car crash scene where a woman was stuck in an upside down car that was leaking gasoline.</p>	<p>Officer Ryan, Christine (Cameron’s Wife)</p>	<p>LMX was showcased during this intense scene between Officer Ryan and Christine. Officer Ryan and his new partner pulled up to a car crash scene, where one car was flipped over surrounded by leaking gas while the other car was already burning in flames. Officer Ryan ran over to the flipped car in pursuit to see if anyone was inside. As he kneeled down and realized there was a woman inside, this is where phase one (stranger) was experienced between Christine and Officer Ryan. Once Officer Ryan scooted inside the car in attempt to set the woman free, Phase 2 (acquaintance) was experienced as Christine realized that the Officer helping her was the same officer that disrespected her during a previous encounter. Christine was afraid of officer Ryan and refused for him to help her. She pleaded for anyone else to come instead of him, until he assured her that he wasn’t going to hurt her. He begged for her to relax and trust him, so he could free her from her seatbelt in order to pull her out of the car. Once Christine knew that there was little time before the car could ignite, she hesitantly cooperated and this is where phase 3 (partnership) was developed. During the process of trying to cut Christine’s seatbelt, the car quickly ignites and Officer Ryan was pulled from the burning car by his partner, yet selfishly returns to immediately pull Christine to safety. Officer Ryan saved her life!</p>
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## Path/Goal Theory

This theory states how a leader's behavior is contingent to the satisfaction, motivation and performance of her/his subordinates. Its a behavior relationship that is based on one-to-one interaction where a follower is inspired and motivated by a leader to accomplish tasks/goals. The leader promotes those following actions by being directive, supportive, or participative and can be task oriented or relationship oriented. The behaviors that this theory focuses on are clarifying goals, supporting followers, and/or removing obstacles.

Anthony and Peter attempt to rob Cameron for his SUV. Anthony and Cameron get into a scuffle and end up in a car chase.

Anthony, Peter, Cameron, The team of police.

Anthony and Peter are on another robbery scheme as they approached a black SUV and find another black man inside, who happened to be Cameron. Cameron was feeling overwhelmed with emotion from realizing the stereotypes that surround him, and refused to get robbed and let someone get over on him. He got out of his car fought Anthony out of self defense being that he had a gun pointed in his face. Once he realized that the other one was trying to take off in the car and Anthony hopped in as well in order to demand Cameron out of the car. The police caught the action from a distance and pursued the SUV in a car chase. The SUV was cornered in a cul-de-sac, Cameron fought for his respect with the police officers, then was instructed to go home. During this scene Cameron symbolized path/goal leadership by giving Anthony some words of advice on how to conduct himself in a better manner. Cameron does this by fighting for his respect, then telling Anthony "If you embarrass yourself then you embarrass me." The point of his statement was to shine a light on the way Anthony was carrying himself. Based on Cameron's experiences, he realized the common stereotypes that other races have towards black people. By Anthony carrying himself they way he does, Cameron wanted to make sure Anthony understood that by performing those actions such as robbery, he contributes to that negative outlook towards the colored race by giving outsiders a reason to feel that way. What one does plays a major role in how a group of people can be perceived, so Cameron wanted to instill within Anthony the concept of representation, in order to get him to do better and go against the stereo type norms placed on black society.

Situational Leadership				
	<p>The situational leadership theory states that leaders are either task or relationship oriented and can not be both. People do not change so you have to instead change the situation and adapt to it.</p> <p>This theory focuses on the use of a leaders personal skills and natural ability to lead in a current situation. A relationship is shared between the leader and the follower based on 4 styles of their own. The 4 basic styles for a leader are telling, selling, participating, and delegating. As for the follower, it's 4 basic styles consist of being an enthusiastic beginner, disillusioned learner, reluctant contributor and/or a peak performer. The outcome of any situation depends on a person's willingness, confidence, and ability to perform any tasks they are presented with. Furthermore, you'll discover that the most effective style depends on the maturity of the people who follow behind a style of leadership based on their individual needs.</p> <p>The Blanchard model labels leadership styles as delegating, supporting, coaching, and directing. You will use each of these styles depending on your situation.</p>	<p>In the beginning of the movie, Dorri and her father are at a gun store to purchase some bullets for their hand gun.</p>	<p>Dorri, Dorri's father (The Persian store owner, the owner of the gun store.</p>	<p>In the beginning of the movie, Dorri and her father are in a gun store looking for bullets for their hand gun. The store owner grew frustrated when Dorri and her father were speaking in their native Persian language while in front of him. The store owner quickly resulted to kicking the father out of the store once they began to argue. Dorri shows situational leadership in this scene because she simple told her father to please wait for her outside. This left Dorri with the decision to purchase the bullets of her choice. Dorri was aware that her father had a short fuse and could act irrational at any moment due to his sensitivity and short temper. Because she took all factors into consideration when purchasing the bullets, she decided to purchase blank bullets feeling that it was in the best interest of her father and the well being of their family store. Dorri took into consideration her fathers foolishness and what could happen in result of a potentially negative outcome.</p> <p>*Her situational leadership is what saved her father. in the scene where her father attempted to shoot Daniel out of rage for his money and store being lost, the father(Persian store owner) accidently fired the gun when Daniels daughter jumped in his arms. The Persian mans outcome would have been tragic if it wasn't for his daughter Dorri who loaded the gun with blank bullets.</p>

<p><b>Transformational Leadership</b></p>	<p>Transformational Leadership enhances the motivation and moral in both the leader and the follower through different types of situations.</p> <p>Ex's:</p> <ol style="list-style-type: none"> <li>1) Connecting the followers sense of self and identity to the mission/identity of the organization</li> <li>2) Being an inspiring role model for the followers</li> <li>3) Challenging followers to take ownership for their work</li> <li>4) Understanding the strengths and weaknesses of followers so leaders can optimize their performance.</li> </ol> <p>This theory sees the benefit and transformation on both sides of the relationship.</p>	<p>Officer Tom Hansen is apart of a car chase involving Cameron as he calms the situation in order to save Cameron's life.</p>	<p>Officer Tom Hansen, Additional Police Officers, Cameron, Anthony</p>	<p>In this scene Cameron is in a car chase with a fleet of police cars and eventually gets cornered in a residential area. Due to Cameron's previous encounter with officer Ryan, where he lost his self respect, he approached this encounter with the police officers more aggressively. Once the team of officers instructed for Cameron to exit his car, Cameron hops out of the car in defense mode, and unwilling to comply with their demands. Officer Tom Hansen realizes that this is the same man that his old partner harassed, and he felt the need to step up and be a role model by challenging the remaining officers to put down their fire arms and remain calm. Officer Tom Hansen showed transformational leadership by Understanding the weaknesses of his fellow Officers and what they could result to, which was killing Cameron. In result of understanding those weaknesses, Officer Hansen demanded that Cameron calm down, return to his vehicle and go home. Officer Hansen felt guilty from the harassment Cameron received from his old partner, so it made him feel good to save Cameron from being killed.</p> <p>*Officer Hansen reminded Cameron that his negative behavior at that moment condones to the way the officers aggressively react to black people. Cameron took the message he received and reflected that to Anthony once he dropped him off by telling him "you embarrass yourself, you embarrass me. Cameron performed transformational leadership because he wanted people to perceive Black people on a higher level then they usually do.</p>
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