

# 85 MOVIE SCENES

WHICH HIGHLIGHT

# GREAT LEADERSHIP

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# INTRODUCTION

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What makes a great leader? And how can we inspire people to become great leaders themselves?

Leadership can be difficult, uncomfortable and lonely. Regardless of their position, people need to choose to lead - to take actions that make a difference.

Movies can be powerful allies in inspiring people to make that choice. They resonate because, as stories, they engage people at an emotional rather than a rational level. They can demonstrate great leadership behaviour, act as a focal point for discussion, and help people get excited about how they can improve their leadership.

I've trawled a wide range of movies from different genres to identify specific scenes which demonstrate or stimulate discussion on effective leadership. Preventing nuclear war, getting a crippled spaceship back to Earth, uniting a nation, changing unfair legislation, escaping a chicken farm, inspiring young students... these are just some of the situations our movie leaders have to tackle.

Whether in a traditional 'leadership' role or not, they all have plenty of great examples to share.

# INTRODUCTION

## Why use movie scenes to demonstrate leadership?

The 21st century has seen another technological revolution, and the explosion of social media, online video and mobile communications means we are assailed with more information than ever. Our attention spans have got shorter. That means we all need to work harder to engage our audience with stimulating and varied content.

Movies can help by:

- Inspiring learners and helping great leadership practice come alive.
- Emotionally involving audiences, connecting them more deeply to your message. When people are emotionally involved, they are far more likely to be engaged.
- Providing a source of visual case studies, which can often be difficult to find in real life.
- Stimulating learners to think about how they would have approached different situations, or how the characters themselves could have handled their situations better.

- Providing a focus for discussion and debate.
- Demonstrating the qualities of some of history's most famous leadership role models: Nelson Mandela, Gandhi, John F Kennedy, Abraham Lincoln and others are all dramatically represented in the scenes in this book.
- Modelling complex leadership ideas - particularly effective for people with a more visual learning preference.

## A leadership framework

The scenes in this guide are organised in line with the five leadership practices outlined by James M Kouzes and Barry Z Posner in their seminal work, *The Leadership Challenge*.

The five practices provide a great framework for the scenes in this book for a number of reasons:

- They are based on a behavioural view of leadership, which suggests that great leadership is within everyone's reach, rather than being reliant on innate ability. This makes the content relevant to the widest possible audience.

# INTRODUCTION

- Categorizing the clips under each practice provides a navigable framework for the guide, making it easier to find clips quickly to meet your needs.
- The simplicity of the five practices makes it easy to translate the examples to other major leadership models or traits.

You can discover more about the practices in the next chapter.

## How to use this guide

In each chapter, you'll find details of short scenes from a variety of well-known movies which demonstrate or stimulate discussion around the relevant leadership practice (although some scenes are equally valid examples for more than one practice).

For each scene you will find:

- A short synopsis of the movie and what has happened so far.
- A brief description of the scene.
- Why it is relevant in demonstrating the practice.
- The length of the scene and timing of where it appears in the movie (this may vary slightly due to region or format differences). The average length is around three minutes to retain the focus of learners.
- Movie availability on DVD and/or on iTunes. Many movies are, of course, now available on streaming services like Netflix too, but availability changes regularly and varies across different countries.
- Where available, a link to a clip of the scene on YouTube. **These links may not always feature the entire clip, but they should give you an indication of whether it will suit your needs. Please also note that YouTube content is subject to regular change, and clips are sometimes removed.** If you find any broken links, please email me at [dave@movieleadership.com](mailto:dave@movieleadership.com).
- A link to the movie's entry on the Internet Movie Database (IMDB) site, where you can find more information, including images and trailers.

# INTRODUCTION

## Using the scenes

Movie scenes can be used in learning environments and presentations in a variety of powerful ways. Here are some examples:

- Play selected scenes to learners, without identifying the practice they illustrate, then ask your audience to identify which behaviour they think is being represented, and why. Then ask how these behaviours are relevant to their own work environment. Give a brief overview of the movie first, using the notes in this guide, to help set the context.
- Use scenes to illustrate particular practices or behaviour as part of presentations or keynote speeches.
- Use the stories themselves to bring life to your leadership presentations, lectures and speeches. The scenes include famous leaders such as Nelson Mandela, Gandhi, Abraham Lincoln and JF Kennedy, and iconic stories such as the ill-fated Apollo 13 mission, the adoption of 'moneyball' in baseball and women's struggle for equal pay. These would make good story examples to help bring your content alive.

- Ask learners to reflect on their own reactions to the behaviours outlined in the scenes, whether they think the behaviours are conducive to good leadership and why, and whether they believe they would have acted differently in the situation.
- Use showreels of different scenes at leadership conferences or events.

### **Please note:**

- Several scenes featured in this book contain strong language, so make sure they are appropriate for your audience.
- The movie scenes selected for each leadership practice represent the personal views of the author and are not intended to be a definitive guide.
- Filmography links and data courtesy of The Internet Movie Database.
- This third edition was first published in 2016.
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# THE FIVE LEADERSHIP PRACTICES

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In their seminal book, *The Leadership Challenge*, Jim Kouzes and Barry Posner outline the five fundamental practices of exemplary leadership.

In over 30 years of original research, and data from over three million leaders, Kouzes and Posner collected thousands of 'personal best' stories — the experiences people recalled when asked to think of a peak leadership experience.

Although people's individual stories were different, their leadership experiences revealed similar patterns of behaviour, allowing Kouzes and Posner to identify the five leadership practices outlined below.

## Challenge the Process

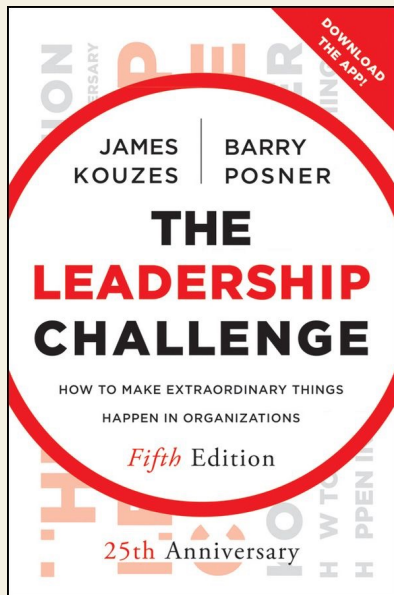
Leaders venture out and are not afraid to challenge the status quo. They step into the unknown and look for opportunities to grow, innovate and inspire. The stories collected by Kouzes & Posner involved leaders facing a challenge, and their best experiences came from doing things differently.

Leaders who challenge the process are willing to challenge the system to get new products, processes, services and systems adopted - even if there is a risk of failure. And if they do fail, they learn quickly from their actions.

## Inspire a Shared Vision

Leaders imagine an exciting, attractive future, and have personal belief in those dreams and their abilities to make extraordinary things happen. Their clear vision or dream of the future pulls them forward.

They are also able to inspire their followers and bring them with them. They do this by knowing their people, speaking their language, and understanding their people's dreams, aspirations and values.



# THE FIVE LEADERSHIP PRACTICES

## Enable Others to Act

Leaders recognise they cannot change everything themselves - they must foster collaboration and build trust in their teams and everyone who has a stake in achieving the vision.

Leaders who enable others to act make it possible for them to do good work, working hard to make others feel strong, capable and committed. They don't hoard power - they give it away in order to foster commitment.

Great leaders build relationships based on trust and confidence, and make people feel strong and capable - as if they can do more than they ever thought possible.

## Model the Way

Exemplary leaders recognise that if they want to gain commitment and achieve the highest standards, they must model the behaviours they require of others: it's their own behaviour that wins them respect.

But first they must be clear about their own guiding principles, and be prepared to talk about what they hold as important.

They then 'model the way' - demonstrating through their daily actions their deep commitment to their beliefs, and inspiring people to follow them as a result.

## Encourage the Heart

People can often become disenchanted, frustrated or exhausted: great leaders encourage the heart of their people to carry on, no matter how hard the task. Genuine acts of caring can lift the spirits and motivate them to continue.

In practical terms, this means showing appreciation for people's contributions - whether the gesture is simple or grand - and creating a culture of celebration.



# CHALLENGE THE PROCESS

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“Leaders are pioneers – people who are willing to step out into the unknown. They search for opportunities to innovate, grow and inspire.”

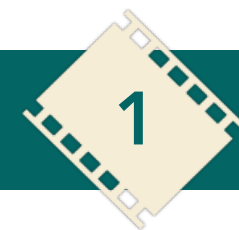
This chapter highlights leaders who are brave enough to challenge the status quo: leaders who are not afraid to break from the norm and stand up for what they believe in.

In these scenes you'll find leaders challenging ingrained political thinking (*Dave* and *Thirteen Days*), discrimination (*42* and *Made in Dagenham*) and sporting convention (*Moneyball*).

In *Mr Holland's Opus*, *Dead Poets Society* and *Coach Carter*, our leaders challenge traditional notions of teaching, and the low expectations that schools can sometimes have for their students.

In every case, they challenge the established way of doing things.

Our heroes are not all in positions of authority - in *Calendar Girls* and *Made in Dagenham* they are anything but. Yet in each case, they are prepared to fight for what they believe in, and their stance ultimately inspires others.



## About the movie

In *Dave*, presidential lookalike Dave Kovic (Kevin Kline) is recruited as a temporary stand-in by the White House. But when an accident to the real President results in him continuing the role indefinitely, he soon uncovers the corruption and duplicity of the current administration, and resolves to make a difference.

Having discovered that his advisers are cutting the funding for a homeless shelter that he's just visited, Dave enlists an accountant friend to find a way of saving \$650m from the budget so they can save the shelter.

In this scene, Dave makes an unscheduled agenda change at a televised cabinet meeting to present his proposal.

## Why it works

Dave's bid to save the shelter directly challenges the established bureaucracy of Government spending, and the way some federal Departments do business.

He displays an upbeat, cheerful demeanour as he goes through the budget, playfully challenging his Cabinet members on whether some of their Department spending is necessary.

This light-handed, genial approach wins over his colleagues when they might have been inclined to be defensive or feel threatened. As a result, at the end of the session there's a shared feeling of achievement.

He also displays resilience in the face of strong challenges from his Chief of Staff Bob Alexander (Frank Langella), who is furious at Dave's interference. Dave is polite at first, but becomes increasingly firm as he resists Bob's attempts to derail him.

“

**We're going to have to start making some tough choices.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Dave</a> (1993)	3'40	53'20 - 57'00	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

In *Men in Black*, a top-secret government agency is charged with monitoring and policing alien activity on Earth.

In this humorous scene from early in the movie, Los Angeles police officer James Edwards (Will Smith) is invited to a top secret recruitment centre along with members of the elite special forces.

Here they're exposed to a number of tests designed to measure their ability to think laterally.

## Why it works

There's a stark contrast here between the regimented attitudes of his fellow candidates - brought up in highly disciplined environments where following orders is essential - and Edwards' innate, if irreverent, capacity to challenge convention and think outside the box.

First, he is the only one to consider dragging a heavy table across the room so he can complete the written test successfully. Then, on the shooting range, his fellow candidates all shoot indiscriminately at the aliens that appear randomly - succumbing to their own cognitive bias that aliens must inherently be the enemy.

In contrast, Edwards takes time to survey the scene before dispatching a single shot - at a picture of a young girl carrying books on quantum physics.

“

**She's about eight years old.  
Those books are way too  
advanced for her.**

”

It's a scene that shows the importance of going beyond the obvious and challenging both convention and our own cognitive biases.

IMDB link	Clip length	Time	Availability
<a href="#">Men in Black (1997)</a>	4'49	22'34 - 27'23	DVD, iTunes

Watch this scene on YouTube [here](#) and [here](#)

## About the movie

In 1946, there were 400 players in Major League Baseball in the United States. All were white. In 1947, there were 399 white players - and one black.

The breaking of the 'colour barrier' in the conservative establishment of baseball was down to one man: Brooklyn Dodgers general manager Branch Rickey (played by Harrison Ford).

In this early scene, Rickey sets out his plan to recruit a black player to Dodgers executives Harold Parrott and Clyde Sukeforth.

## Why it works

This scene shows Branch committing to deliberately challenge an established notion in major league baseball: that it's played by whites only.

It's also a good example of committing to a 'BHAG' - a big hairy audacious goal - without knowing exactly how you're going to accomplish it.

To date, Branch hasn't seen a brilliant black player who demands to be recruited through his excellence. He simply wants to break a colour barrier he feels is unjust. "I don't know who he is, where he is, but he's coming," he tells his colleagues.

He's also willing to accept the inevitable tidal wave of objections and difficulties that come with challenging an accepted process and an 'unwritten law' of baseball.

“

**I don't know who he is, where he is, but he's coming.**

”

Branch is very clear about the difficulties that stand before him, setting out the opposition he's already had from his wife and son as evidence that it's not going to be an easy ride. Harold and Clyde both agree. "You'll be an outcast," Clyde tells him.

It's this willingness to confront difficulty and conflict head-on in the pursuit of a greater good that makes this such a powerful scene.

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IMDB link	Clip length	Time	Availability
<a href="#">42</a> (2013)	2'08	2'33 - 4'41	DVD, iTunes

## About the movie

It's the start of the Cuban Missile Crisis in October 1962. American spy planes have spotted the build-up of medium range Russian nuclear missiles in Cuba. It's up to President John F Kennedy (Bruce Greenwood), brother Bobby (Steven Culp) and Special Adviser Kenny O'Donnell (Kevin Costner) to navigate a safe conclusion to the crisis.

In this scene, Bobby Kennedy refuses to accept the recommended option of destroying the Cuban missiles via air strikes, and challenges the National Security Council to come up with an alternative.

## Why it works

Poor decision making is often the result of what Chip and Dan Heath, in their book *Decisive*, call 'narrow framing'. It's the result of not considering all the available options, often due to our inbuilt bias.

Here's a perfect example. There's consensus from Bobby's colleagues in the room that air strikes are the only option, yet they're failing to consider all available options.

Knowing that giving in to this consensus may lead to nuclear war, Bobby implores them to widen their thinking. "You're talking about a sneak attack," he tells them. "How will that make us look?"

He makes a personal, impassioned appeal directly to Secretary of Defence Robert McNamara (Dylan Baker) for something else - however "crazy, inadequate or stupid it sounds."

And it works. McNamara reluctantly concedes that six months previously they'd worked up

“

**There is more than one option here. And if one hasn't occurred to us it's because we haven't thought hard enough.**

”

another possible scenario, though it had significant failings: a naval blockade of Cuba.

This scene also shows that challenging the process can sometimes carry personal risk and requires courage. Bobby risks appearing weak and naive to his military advisers by challenging them to identify a solution with less likelihood of conflict.

IMDB link	Clip length	Time	Availability
<a href="#">Thirteen Days</a> (2000)	2'05	25'21 - 26'47	DVD

## About the movie

It's the start of the Cuban Missile Crisis in October 1962. Soviet nuclear missiles have been confirmed in Cuba and the US Government is in agreement: they cannot allow the missiles to become operational. The pressure quickly builds on President John F Kennedy (Bruce Greenwood) to take swift and firm action.

In this scene, the President listens to his top military advisers, all of whom are adamant that an early air strike is the only way to stop the Soviets.

## Why it works

President Kennedy is challenging the prevailing political doctrine: that force must immediately be countered by force.

Belligerent Air Force Chief of Staff LeMay (Kevin Conway) attempts to coerce the President into taking action.

He and his colleagues assert that it is their duty to protect the country and that air strikes are not only the best course of action, but the *only* course of action. They also put the President under considerable pressure by suggesting their window to act is closing, while LeMay blithely suggests that any other course of action would be perceived as weak.

But the President refuses to be bullied. He challenges them to think through the scenario more deeply: what would the Russians do in response to American air strikes? What would the Americans do if their positions were reversed?

“

**General, what are the Soviets going to do when we attack?**

”

He discredits LeMay's notion that the Russians would do “nothing” in response to air strikes, and when LeMay crosses the line by stating that the President is “in a pretty bad fix”, he's swiftly reminded who's in charge and that it's not just the President who's in a fix, but the whole country.

By standing up to the pressure exerted by his military advisers, the President leaves the door open for *all* options to be considered, rather than the most obvious one.

IMDB link	Clip length	Time	Availability
<a href="#">Thirteen Days</a> (2000)	3'16	27'10 - 30'26	DVD

## About the movie

It's the start of the Cuban Missile Crisis in October 1962. American spy planes have spotted the build-up of medium range Soviet nuclear missiles in Cuba. The US Government is in agreement: they cannot allow the missiles to become operational.

Attorney General Bobby Kennedy (Steven Culp) is despatched to identify options with the National Security Council, and identifies a naval blockade of Cuba as an alternative to the more provocative option of air strikes.

In this scene, the options are presented to President Kennedy (Bruce Greenwood), while UN Ambassador Adlai Stevenson (Michael Fairman) proposes a third, even more controversial option.

## Why it works

Challenging the process often requires personal courage, to propose unpopular or controversial options which may not reflect well on you personally - but which ultimately may result in a better decision.

Here, Adlai Stevenson does exactly that. As the stakes couldn't be higher, he proposes an option that should avert the danger of nuclear war, though politically it makes him look like a weak appeaser.

Even more to his credit, Adlai knows what the impact will be of his suggestion: in a later scene, he acknowledges that he "cut his own throat" in political terms.

But considering every available option, no matter how ridiculous, can reap rewards.

“

**It seems to me that, maybe, one of us in this room should be a coward. So I guess I'll be.**

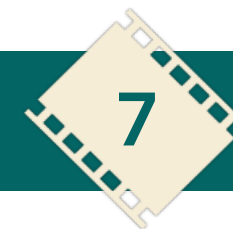
”

Adlai's suggestion is rejected out of hand here by President Kennedy. Yet elements of it appear in the final negotiated solution to the crisis: and this may not have happened had Adlai not put it on the table at this point.

IMDB link	Clip length	Time	Availability
<a href="#">Thirteen Days</a> (2000)	2'25	37'24 - 39'49	DVD

[Watch part of this scene on YouTube](#)

# COACH CARTER



## About the movie

Former student Ken Carter (Samuel L Jackson) returns to his troubled school, Richmond High, to take over as head coach of their unsuccessful basketball team and, he hopes, make a difference to the boys' lives.

Carter's team delivers success on the basketball court, winning the regional championships. But when he discovers that a number of his team have been skipping classes or failing to achieve the required academic standards, Carter imposes a 'lock-out' to prevent them from playing until their grades improve.

In this scene, he faces a hostile reaction from both staff and parents at a school board meeting as they motion to end the lock-out.

## Why it works

Carter is standing up for what he believes, challenging a widespread view that his students should be happy to settle for the low expectations society holds for them, rather than striving for a better life.

Unlike many of the parents - and even teachers - present, he believes academic performance is more important than sport in helping his young team members succeed in life. He's willing to take a stand for that belief - even if it means losing his job.

"I took this job," Carter says, "because I wanted to effect change in a special group of young men, and this is the only way I know how to do that."

Unfortunately, Carter fails to win over the board, many of whom are persuaded by the parents' short-sighted arguments. But his stand ultimately succeeds in convincing the ones who really matter: his players. And it's the players who can make a difference to their own lives.

“

**You really need to consider the message that you're sending these boys.**

”



15

IMDB link	Clip length	Time	Availability
<a href="#">Coach Carter</a> (2005)	4'44	1 35'19 - 1 40'03	DVD, iTunes



## About the movie

Ambitious composer Glenn Holland (Richard Dreyfuss) initially takes a job at the John F Kennedy High School to pay the bills, and because he believes it will give him free time for his composing.

After a frustrating six months of teaching by traditional methods, he changes tack by introducing rock and roll into his music classes in a bid to connect with his students and heighten their love of music.

In this scene, he is challenged on his methods by the school Principal (played by Olympia Dukakis) and Vice-Principal (William H Macy), who fear that rock and roll may lead to a breakdown in discipline, and that his methods will bring censure from the school board.

## Why it works

Mr Holland is challenging accepted teaching methods because he recognises the need to connect with his students on their level - and because he is passionate about getting through to the kids he teaches.

He believes using rock and roll will help get his students interested in music more widely, and is more than willing to stand up for that belief.

In this scene, Holland is challenged strongly by the Vice Principal who is only interested in the *means* of teaching, not the *ends*. He wants strict adherence to the curriculum, regardless of its results.

Holland, however, is focused on the end result: getting his students to love music. He strongly argues that using *any* kind of music is legitimate in achieving that aim, and convinces the Principal to support his approach with the school board.

“

**I will use anything from Beethoven to Billie Holliday to rock and roll if I think it will help me teach a student to love music.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Mr Holland's Opus</a> (1995)	1'36	39'27 - 41'03	DVD, iTunes

## About the movie

*Calendar Girls* tells the true story of eleven middle-aged women who gain international fame by posing nude for their annual Women's Institute (WI) calendar as a fund-raiser for the local hospital.

Having completed their first print run, friends Chris (Helen Mirren) and Annie (Julie Walters) discover that they are being prevented from using the WI name on the calendar, and travel to the National Conference to explain their actions and ask the WI governing body to reverse their decision.

## Why it works

Chris and Annie are accidental leaders: passionate for their cause but nearly overwhelmed by the pressure of unexpectedly have to pitch their case to a large audience. Having not prepared what she wanted to say, and overcome with nerves, Annie falls flat.

But Chris is able to win the day. She challenges the strict timekeeping restrictions of the conference and demands that their story is heard. She then successfully challenges the very purpose of the WI and its ability to be a force for good.

It's Chris's passion that wins out. She overcomes her fear of speaking to a large group because she believes she and her friends are right, and she wants her voice to be heard.

It's unrehearsed, unpolished, but heartfelt - and it's this that makes her successful.

“

**There are some things that are more important than Council approval.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Calendar Girls</a> (2003)	5'18	56 '07 - 1 01'25	DVD, iTunes

## About the movie

Student doctor Hunter 'Patch' Adams (Robin Williams) shakes up established medical thinking with his philosophy that laughter is the best medicine - and that it is the patient who should be treated rather than just the disease.

But before graduating from medical school, he is thrown out for his unconventional ways and for setting up a clinic to practise his philosophy.

Having appealed the decision, Patch appears before the State Medical Board to argue his case.

## Why it works

Patch is totally committed to his convictions, and this is evident in his emotional appeal to the board where he uses his ideas to directly challenge established medical practice.

He admits that everyone who comes to his clinic is a patient, thus accepting the charge of practising medicine without a licence. But he grabs the Board's attention by stating that everyone is a doctor too: each responsible for helping others to get better as well as themselves.

Having won their interest, he challenges many of the established tenets of modern medicine - such as the need to keep professional distance as a doctor. By asking questions, he forces his audience into examining their own accepted way of doing things.

In fact, he challenges the very purpose of doctors themselves. "A doctor's mission

“

**A doctor's mission should not just be to prevent *death*, but to improve the quality of *life*.**

”

should not just be to prevent *death*," he asserts, "but to improve the quality of *life*."

We may not completely agree with his views or methods, but it's hard to remain unmoved by the force of his convictions.

IMDB link	Clip length	Time	Availability
<a href="#">Patch Adams</a> (1998)	3'40	1 37'00 - 1 40'40	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

Harvard-educated Lt Commander Ron Hunter (Denzel Washington) clashes with his veteran captain Frank Ramsay (Gene Hackman) on the US nuclear missile submarine *Alabama* during a political crisis.

With Russian rebels taking control of several weapon silos, the *Alabama* receives an emergency action message instructing it to launch its missiles. But prior to launch, a second message is cut off during transmission.

In this scene, Hunter tries to persuade the stubborn Ramsay to delay launch until they can confirm the content of the second message.

## Why it works

Following the line of command is ingrained in military doctrine, but sometimes orders need to be challenged for the sake of the bigger picture.

Both leaders could legitimately argue that their way of proceeding is correct.

Captain Ramsay is following military procedure to the letter, as he has been trained to do. In view of the unusual circumstances, however, Hunter challenges the usual process of unquestioning adherence to the chain of command.

His focus is firmly on the wider consequences of their actions - nuclear armageddon - as he feels obliged to challenge the established naval protocols to ensure a mistake is not made that would trigger catastrophe.

Hunter has to tread a very fine line, and you can sense his discomfort at continually

“

**It's our duty not to launch until we can confirm.**

”

challenging his captain's view in front of the crew. He's aware of the chain of command and the need to stay within it, but feels he can't stand by and accept orders he feels are incorrect and which could have a disastrous wider impact.

IMDB link	Clip length	Time	Availability
<a href="#">Crimson Tide</a> (1995)	2'25	57'33 - 59'58	DVD, iTunes

## About the movie

In *Moneyball*, Oakland Athletics baseball team General Manager Billy Beane (Brad Pitt) is desperate to find a way for his poorly-funded team to compete with its wealthier rivals.

In this early scene, Billy meets with his scouting team to discuss how to replace the star players who are leaving.

## Why it works

Management guru Peter Drucker once said: "The most serious mistakes are not being made as a result of wrong answers. The true dangerous thing is asking the wrong question."

Billy recognises the truth of this statement as he challenges his colleagues to redefine the problem they're trying to solve: not just to replace players that are leaving, but to compete against vastly wealthier sides like the New York Yankees. "You're not even looking at the problem," he tells them. "We've got to think differently."

But his scouts are unable or unwilling to look at different ways of approaching the issue. "With all due respect," his chief scout tells him, "we've been doing this for a long time."

Yet the highly questionable criteria they use to ascertain players' value shows not only their narrow mindedness, but their inherent bias.

“

**If we try to play like the Yankees in here, we'll lose to the Yankees out there.**

”

★ *Please note this scene contains strong language*

One, for example, believes having an “ugly girlfriend” denotes a lack of confidence. Others praise players' ‘good face,’ ‘good jaw’ and ‘classy swing’ (though they fail to connect with the ball!).

Though Billy struggles in this meeting to persuade the scouts to think differently, he won't be deterred - as you'll see in scene 13.

IMDB link	Clip length	Time	Availability
<a href="#">Moneyball</a> (2011)	4'02	8'04 - 12'06	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

In *Moneyball*, Oakland Athletics General Manager Billy Beane (Brad Pitt) is desperate to find a way for his poorly-funded team to compete with its wealthier rivals.

He finds it in the methods of callow Yale economist Peter Brand (Jonah Hill), whose innovative approach to player recruitment is based on the statistical measurement of each player's value rather than traditional scouting techniques.

In this scene, Billy brings Peter into a meeting with his player scouting team and introduces 'the new direction for the Oakland A's'. It involves replacing their departing star player with three supposedly defective ones - much to the disbelief of his colleagues.

## Why it works

Billy's style here may not win him any friends, but he's challenging established baseball thinking by adopting a radical new approach. Rather than attempting to replace three players in specific positions, they use statistics to recruit players solely for their ability to get 'on base'.

His colleagues have hundreds of years of baseball experience between them - yet they're incapable of seeing beyond their traditional mindset of how player recruitment should be conducted. Indeed, they're openly hostile to adopting a new approach.

Billy continually uses Peter to drill home the new direction and recruit players for their ability to get on base. It's a recruitment philosophy based on a player's strengths, not their weaknesses.

Indeed, Billy gives short shrift to his scouts' protestations on the weaknesses of the players he wants to bring in.

“

**This is the new direction of the Oakland A's. We are card counters at the blackjack table.**

”

Instead, he thinks outside the box to mitigate any weaknesses of his new players. When, for example, his scouts point out that none of the recruits play first base, he replies: "Well, you're just gonna have to teach one of them."

IMDB link	Clip length	Time	Availability
<a href="#">Moneyball</a> (2011)	5'03	30'08 - 35'11	DVD, iTunes

## About the movie

In *Made in Dagenham*, feisty mother-of-two Rita O'Grady (Sally Hawkins) is encouraged by local union shop steward Albert (Bob Hoskins) to fight for the cause of equal pay at the Ford Dagenham plant in the late 1960s.

In this early scene, she volunteers to accompany Albert, her friend Connie and union official Monty Taylor to a meeting with the plant's senior management team.

## Why it works

This is clearly still a man's world. Before the meeting, Monty informs the women he will "do all the talking." But when Rita feels that Monty isn't representing their interests, she speaks up, to his surprise and that of the Ford management.

She challenges the notion that their work is unskilled, producing samples of the materials that she and her fellow machinists work with and challenging her bosses to put them together. It's a visible and powerful demonstration that makes her point far more effectively than with words alone.

She refuses to be fobbed off by the Ford managers, and clearly lays out the workers' argument and what they plan to do. Rita is challenging her own union as much as the Ford managers, along with the underlying assumption that the women are not as important as their male colleagues and can therefore be exploited.

“

**We're going to do what we said we would. No more overtime, and an immediate 24-hour stoppage.**

”



IMDB link	Clip length	Time	Availability
<a href="#">Made in Dagenham</a> (2010)	4'04	18'38 - 22'42	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

In the 1950s, unconventional teacher John Keating (Robin Williams) arrives at his historic former school, Welton Academy, determined to inspire his students to make the most of their lives.

In this scene, Keating opens his lesson by having student Neil Perry (Robert Sean Leonard) read aloud 'An Introduction to Poetry' by a certain J Evans Pritchard - then uses it as a springboard to challenge his students to think freely and not be constrained by the external expectations placed up on them.

## Why it works

Keating uses a combination of powerful tactics to engage and challenge his students.

First, having started with what appears to be a very traditional lesson, he surprises them by completely turning the tables and disparaging 'traditional' academic thinking - represented by Pritchard's introduction - with humour and passion.

He then emphasises his point in a tangible and memorable way by encouraging his class to rip out the offending words from their books - hardly a conventional lesson!

He creates a sense of mystery, getting his students to huddle up as if to hear a secret, and displays empathy with his students by recognising that many of them regard learning poetry as simply a necessary step towards college entry.

“

**That the powerful play goes on  
and you may contribute a verse.  
What will your verse be?**

”

But he challenges them to think beyond that narrow frame, drawing on words from poems to passionately inspire his students to follow their dreams and make a difference. The powerful quote he uses here from Walt Whitman, and shown above, was featured in a 2015 advertising campaign for Apple.

IMDB link	Clip length	Time	Availability
<a href="#">Dead Poets Society</a> (1989)	5'32	20'11 - 25'43	DVD, iTunes

Watch this scene on YouTube [here](#) and [here](#)



## About the movie

*Lincoln* focuses on the short but crucial period of Abraham Lincoln's (Daniel Day Lewis) term as US President, with the Civil War approaching a close as he attempts to defeat huge opposition and pass the 13th amendment to abolish slavery.

Lincoln's presidency was characterised by his recruitment of a 'team of rivals' into his cabinet: men who were unafraid to challenge him and assert their opposition.

In this lengthy scene from early in the movie, both the benefits and challenges of this approach become clear as Lincoln attempts to persuade his colleagues to back the amendment.

## Why it works

"Dissent, even conflict, is necessary, indeed desirable," management guru Peter Drucker once said. "Without dissent and conflict there is no understanding. And without understanding, there are only wrong decisions."

Many leaders are uncomfortable with this level of debate. But Lincoln not only challenges the process himself, he encourages others to challenge him too. In this scene we see evidence of this, along with hints of his extensive repertoire of techniques to influence and cajole his colleagues and win their backing to support the amendment.

First, he uses gentle humour to defuse tension. Then he demonstrates his mastery of story by relating a humorous but seemingly unrelated tale of a client he once represented.

This is soon shown, however, to be a metaphor for the complex legal argument he presents on how the courts may choose to view slavery, and his own part within it.

“

**Come February 1st, I intend to sign the 13th amendment!**

”

Lincoln shows openness, honesty and vulnerability by admitting his own doubts about whether actions he took in wartime have been legal, and makes a personal and impassioned plea to his cabinet to support him.

But having heard their objections, he also shows who's in charge, leaving them in no doubt of the strength of his convictions in passing the 13th amendment.

IMDB link	Clip length	Time	Availability
<a href="#">Lincoln</a> (2012)	7'12	23'00 - 30'12	DVD, iTunes

# INSPIRE A SHARED VISION

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“Leaders inspire a shared vision. They gaze across the horizon of time, imagining the attractive opportunities that are in store when they and their constituents arrive at a distant destination.”

The scenes in this chapter show leaders sharing their vision, whether with groups or individuals.

We have stirring speeches: Mohandas K Gandhi laying out his principles of non-violent opposition; William Wallace’s passionate address at the Battle of Stirling; Harvey Milk inspiring the gay movement; Nelson Mandela laying down his principles for an equal society.

We have leaders inspiring a shared vision in smaller groups: teacher John Keating and coach Ken Carter inspiring their students to seize the possibilities in their lives; hockey coach Herb Brooks outlining his coaching aims.

We even have leaders inspiring a vision on a one-to-one basis, with Nelson Mandela inspiring Springbok rugby captain Francois Pienaar, and *Star Trek's* Captain Pike guiding a callow James T Kirk to think beyond his current circumstances.

Each leader is clear about their principles and totally committed to what they are trying to achieve. It's that passion and belief which inspires their audience to see what is possible, and encourages people to follow them.

## About the movie

In his early years as an Indian lawyer in South Africa, Mohandas K Gandhi (Ben Kingsley) is compelled to oppose the racist policies of the white Government and galvanises the Indian population to support him.

In this scene, he sets out his principle of non-violent opposition for the first time, rallying a large audience to oppose the South African Government's new race laws.

## Why it works

This is a speech in two halves. First, Gandhi needs to harness the righteous indignation of the crowd so that they join him in opposing the new laws.

He does that by skilfully making clear what the practical impact of the new laws will be on their daily lives, and how degrading those laws are.

But having fired up their indignation, he also wants to challenge their traditional notion of resistance through violence, and propose a new path: non-violent resistance.

He does so by showing empathy with their anger and their motives, and telling them that he, too, would be prepared to die for this cause. "But," he continues, "there is no cause for which I am prepared to kill."

As he outlines his approach to resistance, everything Gandhi says appears

“

**There is no cause for which I am prepared to kill.**

”

counterintuitive. "I am asking you to fight," he tells them. "To fight against their anger, not to provoke it. We will not strike a blow: but we will receive them."

It's an approach so surprising it seems destined to fail. But its sense of moral superiority wins over Gandhi's surprised audience.

And he seals it with an impressive personal commitment: "They may torture my body, break my bones, even kill me. Then, they will have my dead body. Not my obedience!"

IMDB link	Clip length	Time	Availability
<a href="#">Gandhi (1982)</a>	4'58	25'00 - 29'58	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

*Braveheart* tells the story of commoner William Wallace (Mel Gibson) and his quest for Scottish independence in the thirteenth century. When his new bride is executed by an English lord, Wallace exacts a bloody revenge and quickly builds up a fugitive army which becomes increasingly powerful.

In this famous scene, Wallace and his followers arrive at Stirling Bridge where the Scottish lords have assembled their ill-equipped followers to do battle to with a seemingly invincible English army.

As the frightened Scottish troops start to flee the battlefield rather than march to what they see as certain death, Wallace persuades them to reconsider.

## Why it works

In this short but passionate speech Wallace uses a variety of tactics to inspire his audience and fire them up for battle. They include:

- **Humour:** Wallace lightens the mood of the scared troops by poking fun at his own larger than life reputation. In doing so, he hints at his own vulnerability too: how he is not so different from any of the assembled men.
- **Brotherhood:** by starting with "Sons of Scotland", Wallace emphasises their shared bonds of kinship.
- **Contrasting possible visions of the future:** Wallace paints a miserable picture of an unfulfilled life, where dying men wish for a chance to return to this moment to battle their oppressors. Against that alternative, suddenly the possibility of heroic death today doesn't seem so awful.

“

**They may take our lives, but they'll never take our freedom.**

”

- **Listening:** Wallace asks questions and addresses the concerns and worries of the crowd, removing potential barriers to their support.

Above all, it's a speech full of passion, anger and self belief. And it turns the mood of the crowd, moving them to action despite the fearsome enemy that awaits them.

IMDB link	Clip length	Time	Availability
<a href="#">Braveheart</a> (1995)	3'53	1 15'05 - 1 18'58	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

*Invictus* tells the story of Nelson Mandela's (Morgan Freeman) first year as President of South Africa, when he saw the potential of the 1995 Rugby World Cup as an opportunity to unify the 'rainbow nation'.

With the World Cup just a few months away, the prospects of the South African rugby team, the Springboks, look bleak.

In this scene, Mandela invites Springbok captain Francois Pienaar (Matt Damon) to meet him in Pretoria.

## Why it works

Inspiring a shared vision is not always about rousing speeches to large groups: it's also about inspiring someone on an individual basis.

President Mandela has a vision - for South Africa to win the World Cup as a way of uniting and inspiring the nation. But he is totally reliant on others to achieve that aim, and in this scene he begins to forge a close alliance with the Springbok captain to help bring it to fruition.

He asks about Pienaar's leadership approach, shares a story about a poem, 'Invictus', which inspired him during his darkest days in prison, and gently encourages Pienaar to stretch his expectations of both himself and his team.

When Pienaar leaves, his girlfriend asks him what the President wanted. "I think he wants us to win the Rugby World Cup," Pienaar replies, understanding the unspoken message.

“

**How do we inspire ourselves to greatness, when nothing else will do?**

”



IMDB link	Clip length	Time	Availability
<a href="#">Invictus</a> (2009)	5'29	43'40 - 49'09	DVD, iTunes

Watch parts of this scene on YouTube [here](#) and [here](#)

## About the movie

Despite concerted efforts by plucky hen Ginger (voiced by Julia Sawalha) to lead a mass chicken breakout from Tweedy's Farm, all their attempts prove unsuccessful. But Ginger's not one to give up, not when the alternative is a life of captivity or to leave the farm only as part of a chicken pie!

In this humorous scene, Ginger's escape-weary comrades are showing their exhaustion at continually trying new ways of breaking out.

She rallies them once more to imagine a better life - one that's attractive and attainable if they keep striving for it.

## Why it works

Ginger's speech is a classic example of a leader daring to look over the horizon and imagine the opportunities that could be waiting.

She paints a picture of a different, more attractive world that could be waiting for them, helping her fellow hens to really imagine it, and to feel what it might be like.

But, like all leaders and visionaries, she encounters resistance. Many of her fellow hens are simply content and comfortable with their current lives.

And, as is often the case in real life, that resistance is embodied by one particularly vocal objector, Bunty, who is quite happy to be the naysayer. "Face the facts, ducks," Bunty tells Ginger, "the chances of us getting out of here are a million to one."

But Ginger remains steadfast. "Then there's still a chance," she responds.

“

**There's a better place out there,  
somewhere beyond that hill.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Chicken Run (1982)</a>	1'35	15'49 - 17'24	DVD, iTunes

## About the movie

In *Dave*, presidential lookalike Dave Kovic (Kevin Kline) is recruited as a temporary stand-in by the White House.

But when an accident to the real President results in him continuing the role indefinitely, he soon uncovers the corruption and duplicity of the current administration, and resolves to make a difference.

In this short scene, having sacked his corrupt Chief of Staff, Dave lays out his vision to 'find a job for every American who wants one'.

## Why it works

Like all good visions, Dave's is clear, authentic and delivered from the heart.

He sets out his view of the problem first: there's no clear idea on how to move forward. Then he goes right into his vision: finding a job for every American. It's clear, simple, but hugely stretching.

It doesn't go down too well immediately, but Dave goes on to explain the 'why', using his personal experience of running a recruitment agency. "Did you ever see the look on someone's face the day they finally get a job?" he asks. "They feel like they can fly."

He also positions this initiative as a cornerstone policy, one that will have a knock-on positive impact on many of the country's other issues by increasing people's sense of self-respect.

“

**As of today, I'm going to make it the responsibility of this Government to find a job for every American who wants one.**

”

Dave doesn't cloud his message with details of how his administration plans to implement it. He focuses purely on the vision itself, ensuring that this is the clear message people take away. The details can wait for another time.

IMDB link	Clip length	Time	Availability
<a href="#">Dave (1993)</a>	2'56	1 16'04 - 1 19'00	DVD, iTunes

[Watch an extended version of this scene on YouTube](#)

## About the movie

*Miracle* tells the story of the US ice hockey team's improbable 1980 Olympics win and their defeat of the seemingly invincible Soviet team - a team unbeaten at the Olympic Games since 1960.

In this first scene in the movie, with expectations of the US team's chances low even amongst the sport's governing body, Herb Brooks (Kurt Russell) is interviewed for the vacant national team coach position.

## Why it works

Herb has to overcome scepticism from a panel of interviewers, many of whom have conflicting agendas. They constantly interrupt him with challenges, and have low expectations of what the team could achieve.

Herb quietly and confidently outlines his plan to make the US team competitive. It's a plan that requires significant change and a dramatically different approach, which instantly raises concerns from some of the panel.

As they start talking over one another, Herb has to grab their attention. When one opines that even the US professional allstars team lost to the Soviets, Herb interjects that "it wasn't because you weren't good enough."

Having got their attention, Herb explains what he means, and the essence of his philosophy: playing as a team rather than as a group of individuals.

“

**My goal is to beat them at their own game.**

”

Most importantly, he outlines an inspiring vision to the panel: to produce a team capable of not just performing respectably at the Olympics, but of winning a gold medal. "That's a lofty goal," one of the panel tells him. "Well, that's why I want to pursue it," Herb replies.

IMDB link	Clip length	Time	Availability
<a href="#">Miracle</a> (2004)	2'55	3'20 - 6'15	DVD, iTunes

[Watch this scene on YouTube](#)



## About the movie

Ken Carter (Samuel L Jackson) returns to his troubled school, Richmond High, as head coach of their unsuccessful basketball team. Determined to make a change in his players' lives, Carter insists they commit to achieving basic educational standards in return for the right to play.

Carter's team delivers success on the basketball court, winning the regional championships. But when he discovers that team members have been failing academically, Carter stops the whole team playing until their grades improve - a move that attracts media interest.

In this scene, he gathers them together for a frank discussion about their future.

## Why it works

Knowing his team will be disgruntled at not being able to play, Carter holds a 'clear the air' meeting to give his players the chance to say how they feel and so he can understand their views.

They don't hold back, implying that Carter has stopped them playing for personal gain rather than to help them.

Having given them a chance to have their say, Carter outlines his motives. "I see a system," he tells them, "that's designed for you to fail."

He gets through to his players with the power of statistics - specifically, the tiny number of African-American students from the school who go to college. He follows that with a rhetorical question for them: "If I'm not going to go to college, where am I going to go?"

The answer is stark, he says, for many African-Americans: prison.

“

**I will do everything in my power to get you to college, and to a better life.**

”

After this sobering dose of reality, Carter gives them a challenge: "Now I want you to go home, and look at your lives tonight, and look at your parents' lives. And ask yourself: do I want better?"

And he finishes with a sincere, personal promise to do everything he can to help them should they want to make the effort.

IMDB link	Clip length	Time	Availability
<a href="#">Coach Carter</a> (2005)	2'35	1 23'36 - 1 26'11	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

In the 1950s, unconventional teacher John Keating (Robin Williams) arrives at his historic former school, Welton Academy, determined to inspire his students to make the most of their lives.

In this early scene from the movie, Keating meets his class for the first time. To their surprise, he leads them out of the classroom and down to the trophy room.

Here he introduces himself and sets out the guiding philosophy for his teaching: he will encourage them to 'make their lives extraordinary'.

## Why it works

Keating is challenging his students to think about their lives in a completely different way: not one driven by academic grades and the narrow, conventional expectations of parents and society, but one where they make the most of their potential.

First, he creates a sense of intrigue, simply by walking out of the class and inviting them to follow.

Having gathered them in the trophy room, he starts with a poem - Robert Herrick's 'To the Virgins, to Make Much of Time', and summarises its message with the Latin phrase *carpe diem* - 'seize the day'.

He then invites his students to gather and look closely at the faces in the photos of former students, and listen to their silent message to make the most of their lives while they're still young enough to do so.

“

***Carpe diem. Seize the day.***

”

It's an effective approach, with common threads to much of Keating's teaching: firstly, getting his students out of their usual working environment, and secondly, encouraging them to look at the world with new eyes.

Keating's core message here is totally different from anything the boys have experienced, and a message that none of them seem yet to have considered.

IMDB link	Clip length	Time	Availability
<a href="#">Dead Poets Society</a> (1989)	5'10	10'50 - 16'00	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

In *Moneyball*, Oakland Athletics General Manager Billy Beane (Brad Pitt) is desperate to find a way for his poorly-funded team to compete with its wealthier rivals.

He finds it in the methods of callow Yale economist Peter Brand (Jonah Hill), whose innovative approach to player recruitment is based on the statistical measurement of each player's value rather than traditional scouting techniques.

After being recruited by Billy, Peter takes him through his statistical approach to evaluating players, and how it can help them build a winning team.

## Why it works

Peter makes a persuasive case for how the Oakland A's can build a winning team by focusing on the factors most directly related to winning.

First he sets out the challenge they face: the number of runs they need to score, and the maximum number they can concede.

Then he outlines his approach. "People are overlooked for a variety of biased reasons and perceived flaws," he tells Billy. "We'll find value in players that nobody else can see." He illustrates the approach with an example: relief pitcher Chad Bradford, who has great statistics but whose perceived 'flaw' is his unusual throwing style.

It's a compelling vision, which also works on other levels. First, it highlights unconscious bias; those invisible preconceptions which cause us to make unconscious and sometimes irrational judgements about people's value.

“

**I believe there is a championship team we can afford, because everyone else undervalues them. Like an island of misfit toys.**

”

The scene also advocates a strengths-based leadership approach, where the focus of recruitment and development is on a person's strengths rather than on their weaknesses.

Here, Peter's preferred players are undervalued because of their weaknesses. But Peter is only concerned with their strengths and what they can deliver for the team: any weaknesses can be mitigated.

IMDB link	Clip length	Time	Availability
<a href="#">Moneyball</a> (2011)	1'52	25'50 - 27'42	DVD, iTunes

[Watch an extended version of this scene on YouTube](#)

## About the movie

Following a bar fight with Starfleet crew members, brilliant but delinquent young rebel James Kirk (Chris Pine) is taken aside by Captain Pike (Bruce Greenwood).

Having looked up his file and studied the mission where Kirk's father heroically lost his life, Pike knows that Kirk has huge potential. But it's potential that is currently going to waste, as Kirk struggles to come to terms with the absence of a father who gave his life to save him.

In this scene, Pike attempts to persuade Kirk to live up to his father's legacy and fulfil his potential by joining Starfleet.

## Why it works

Captain Pike's short chat with a beaten-up Kirk is a masterpiece of probing someone's in-built motivations in order to inspire them to greater heights.

He skilfully explores Kirk's thoughts, trying to find the buttons that will strike a chord and blend the vision of Starfleet with Kirk's own aspirations for the future.

"Do you like being the only genius-level re-offender in the mid-west?" Pike asks him. "So your Dad dies; you can settle for a less than ordinary life. But you feel like you were born for something better. Something special."

At one point he hits the wrong note. When Pike starts to talk about what the Federation is and why it's important, Kirk switches off. Authority and the greater good don't motivate him in the slightest, and Pike recognises his mistake and backs off immediately.

“

**Your father was captain of a starship for 12 minutes. He saved 800 lives, including your mother's, and yours. I dare you to do better.**

”

But then he realises what does motivate Kirk – challenge. And he ends with a brilliant call to action, telling Kirk when the shuttle leaves for the Academy, and ending with a provocative call to action: "I dare you to do better."

IMDB link	Clip length	Time	Availability
<a href="#">Star Trek (2011)</a>	1'42	22'00 - 23'42	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

*Milk* tells the fascinating story of Harvey Milk (played by Sean Penn), the first openly gay man to be voted into public office in the United States when he wins election to the San Francisco Board of Supervisors in 1977 at the third attempt.

The film focuses on the fledgling gay rights movement and its bid for equality. In this scene, anger erupts on the streets of San Francisco's Castro district following news that Anita Bryant's Save Our Children movement has successfully orchestrated the repeal of local gay rights legislation in Dade County, Florida.

Despite this bitter setback for the gay rights movement, Harvey channels the crowd's anger into a new sense of purpose: to come out and fight for their rights.

## Why it works

Harvey masterfully turns the negative of Anita Bryant's victory against gay rights into a positive. He reframes their defeat into something else: a decision that will draw a line in the sand and create a "national gay force."

"Anita Bryant did not win tonight," he tells them. "Anita Bryant brought us together!"

Harvey uses the crowd's anger and sense of outrage and channels it into something worthwhile and constructive, something they can mobilise behind.

And after a provocative and determined opening, he changes tone, reaching out in empathy to young gay people feeling alienated across the country, wherever they are.

He ends with a strong call to action to his followers. Their mission, he says, is simple. "We have got to give them hope!"

“

**We have got to give them hope!**

”



36

IMDB link	Clip length	Time	Availability
<a href="#">Milk</a> (2008)	1'43	40'51 - 42'34	DVD, iTunes

## About the movie

In *Made in Dagenham*, feisty mother-of-two Rita O'Grady (Sally Hawkins) is encouraged by local union shop steward Albert (Bob Hoskins) to fight for the cause of equal pay at the Ford Dagenham plant in the late 1960s.

Rita leads her female colleagues out on a protracted strike, but opposition mounts from her husband and male colleagues. The women also struggle to gain support from the male-led unions who appear more interested in safeguarding their own interests.

In this scene, Rita and her fellow activists arrive at a trade union conference in Eastbourne to attempt to persuade their male colleagues to back their struggle to achieve equal pay.

## Why it works

One of the most effective ways to inspire and influence is to move people emotionally.

To that end, Rita starts her address with a personal, heartfelt story about her best friend's husband, George, who has recently taken his own life. She relates the story of his fight in World War II to the principle of their own struggle for equal pay, mixing in some gentle humour to lighten the mood.

She then asks a provocative question: "When did we in this country decide to stop fighting?" It's a challenge to her audience: are they dedicated to fighting for a principle, or not?

She ends with a strong, emotional call to action, exhorting the men to support her vision of equal pay. "You've got to back us up," she tells them, building on the shared bonds of the men and women as working class people, before skilfully tying her speech back to her friend George's struggle for what is right.

“

**When did we in this country decide to stop fighting?**

”

IMDB link	Clip length	Time	Availability
<a href="#">Made in Dagenham</a> (2010)	4'14	1'21 17 - 1'25 31	DVD, iTunes

## About the movie

*Mandela: Long Walk to Freedom* tells Nelson Mandela's (Idris Elba) inspirational story, from childhood to his eventual election as President of South Africa in 1994.

As their struggle for equality falters, Mandela and his colleagues in the African National Congress (ANC) turn to violence in an attempt to force change, and are arrested and charged with terrorism.

In this scene, with death sentences looming, Mandela makes a statement from the dock on behalf of his fellow activists. It's a move which effectively seals their guilt and removes their chance of an appeal, sacrificing their own future to ensure everyone in South Africa - and the world - knows the reasons for their struggle.

## Why it works

Mandela's address can be found in most anthologies of great speeches. He outlines the reasons for turning to violence as their last option in the face of unrelenting oppression, and lays out their demands: a South Africa of equal rights - one man, one vote.

He makes clear that their struggle is for equality, not supremacy, and that he's fought against both white domination and black domination. It's a clear, simple message that can act as a rallying call to the country: a vision and ideal so strong that, if necessary, it's worth dying for.

It's the simplicity of Mandela's address that makes it memorable, but he also employs several rhetorical techniques to give it punch, particularly:

- **Repetition:** especially on the words "I have..." which he repeats three times at the start of successive sentences.

“

**It is an ideal which I hope to live for, and achieve. But, if needs be, it is an ideal for which I am prepared to die.**

”

- **Contrasts:** most noticeably in his contrast of white and black domination, and in his impactful final sentence, which contrasts 'live' with 'die'.

IMDB link	Clip length	Time	Availability
<a href="#">Mandela: Long Walk to Freedom</a> (2013)	1'43	50'20 - 52'03	DVD, iTunes

[Watch this scene on YouTube](#)

# MANDELA: LONG WALK TO FREEDOM



## About the movie

*Mandela: Long Walk to Freedom* tells Nelson Mandela's (Idris Elba) inspirational story, from his childhood to his eventual election as President of South Africa in 1994.

From his early life as a lawyer in Johannesburg through his activism in the African National Congress (ANC) and subsequent imprisonment for 27 years, Mandela becomes an international icon and symbol of the struggle to ban apartheid.

In the period following Mandela's release from prison, the country's attempt to manage a peaceful transition from apartheid to democracy threatens to unravel in a wave of anger, violence and unrest. In this scene, Mandela makes a televised address to appeal for calm.

## Why it works

Mandela acknowledges his people's anger by reading a note thrust into his hand following a recent township slaughter. It's a note that asks Mandela to exact revenge on their oppressors. Peace, it says, is not what they want.

But Mandela rejects this approach, and says there is only one way forward: peace.

He acknowledges that isn't what they want to hear, but makes it clear that, as their leader, he will always show his people leadership, including telling them when they are wrong.

He appeals to his people to forgive their oppressors, using the personal credibility he has built from 27 years of incarceration: "I have forgiven them," he says. "And if I can forgive them, you can forgive them."

Finally, there's a strong call to action to channel their anger in a more constructive way: "When the time comes to vote: vote."

“

**If I can forgive them, you can forgive them.**

”



IMDB link	Clip length	Time	Availability
<a href="#">Mandela: Long Walk to Freedom</a> (2013)	3'41	2'10 44 - 2'14 25	DVD, iTunes



## About the movie

*We are Marshall* tells the story of a high school football team who struggle to overcome the tragic loss of 70 team members, coaches and parents in a plane crash when returning from a game.

With the team decimated, and facing resistance from the school and community, new coach Jack Lengyel (played by Matthew McConaughey) has to recruit creatively to build a new team from scratch - one that will be competitive and not disgrace the memory of their successful predecessors.

On the eve of their first home match of the new season, Lengyel gathers his players together at the memorial of their fallen comrades.

## Why it works

The team's confidence is low after a disastrous first match, and Lengyel is honest about their disadvantages. He acknowledges that their opponents are "bigger, faster, stronger, more experienced - and on paper they're just better."

But by highlighting their one secret advantage - courage and passion - he fills them with confidence.

Like Coach Dale in *Hoosiers*, Lengyel encourages his team to ignore the scoreboard, a factor that is largely outside of their control. Instead, he encourages them to focus on what they can control: playing with heart, passion and to the very best of their ability.

He exhorts each of them to lay their hearts on the line, because if they do that, he tells them, they cannot lose - even if they're behind on the scoreboard.

“

**When you take that field today, you've got to lay that heart on the line.**

”

Lengyel draws on simple rhetorical techniques to give his speech more impact, including:

- **Story:** By opening with the tragic tale of the previous season's tragedy, he sets the emotional tone of his speech.
- **Repetition and lists of three:** Lengyel often combines these two techniques to add impact, for example: "Six players. Six teammates. Six sons of Marshall." And he immediately follows this with three sentences starting with "This is..."

IMDB link	Clip length	Time	Availability
<a href="#">We are Marshall</a> (2006)	4'01	1'41 14 - 1'45 15	DVD, iTunes

Watch parts of this scene on YouTube [here](#) and [here](#)

# ENABLE OTHERS TO ACT

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“Exemplary leaders enable others to act. They foster collaboration and build trust. This sense of teamwork goes far beyond a few direct reports or close confidants.”

Enabling others to act can mean lots of things in practice, but ultimately it's about getting the best out of other people.

It's a quality that emerges frequently in *Apollo 13*, where the enormity of the task facing the NASA engineers could have paralysed them. Instead, Flight Controller Gene Kranz keeps them positive and clearly focused on 'working the problem'.

This quality of providing clear focus to enable others to act also surfaces in scenes from *The Fugitive* and *Chicken Run*, showing how leaders effectively marshal the resources at their disposal.

Many of our scenes feature training and coaching, where leaders in films like *Miracle*, *The Karate Kid* and *Harry Potter and the Order of the Phoenix* help equip their teams or mentees with the skills - or the belief - they need to succeed.

Enabling others to act can also be about redirecting an individual's focus to allow them to play a more effective role: a quality displayed in scenes from *The Blind Side* and *Moneyball*.

## About the movie

The Apollo 13 lunar mission encounters a critical problem when an oxygen tank explodes aboard the spacecraft.

In the NASA command centre in Houston, flight director Gene Kranz (Ed Harris) and his team try to figure out a way of getting the astronauts back home safely by deserting the command module and using the lunar landing module as a 'lifeboat'.

Here, Gene assembles his team and tells them to ignore the flight plan and improvise a new mission.

## Why it works

First, Gene uses a simple blackboard diagram to show the challenge of getting the astronauts home.

There is disagreement amongst his experts on the best way to proceed – whether to do a direct mission abort or get them back via a 'slingshot round the moon'.

Gene listens to everyone's input, evaluates the options and then provides clear direction on the way forward.

He also challenges the Grumman engineers, who are unwilling to make judgements about the landing module's capabilities outside of what it was designed to do. "I don't care what anything was designed to do," he tells them, "I care about what it can do. So let's get to work."

Importantly, he keeps everyone positive and focused on the problem.

“

**I don't care what anything was designed to do, I care about what it can do.**

”



IMDB link	Clip length	Time	Availability
<a href="#">Apollo 13</a> (1995)	1'53	1 04'38 - 1 06'31	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

The Apollo 13 lunar mission encounters a critical problem when an oxygen tank explodes aboard the spacecraft.

In the NASA command centre in Houston, flight director Gene Kranz (Ed Harris) and his team try to figure out a way of getting the astronauts back home safely.

In this scene, Gene and his team debate how to squeeze enough power out of the lunar module to get it back to Earth.

## Why it works

Once again Gene sets clear expectations about what is required and refuses to take no for an answer. "Gentlemen, that's not acceptable," he tells them when they fail to find an adequate solution.

He also stays calm under pressure. When a flight controller tells him they have to get the craft down to using just 12 amps - less than it takes to run a vacuum cleaner - Gene keeps his cool while everyone else is panicking.

Importantly, he keeps the mood positive and focused. When his engineers tell him that using the lunar landing module for re-entry has never been done before - or even simulated - he simply tells them, "Well, we're going to have to figure it out."

Gene gives them a clear expectation that they will leave no stone unturned in their mission to squeeze every ounce of power out of the

“

**Failure is not an option.**

”

spacecraft, and reiterates the goal: to get the craft back to earth with time to spare.

"We've never lost an American in space and we're sure as hell not going to lose one on my watch," he tells them. "Failure is not an option."

With everyone clear on their role and what's required, they can turn their attention to the details of making it work.

IMDB link	Clip length	Time	Availability
<a href="#">Apollo 13</a> (1995)	1'54	1 12'03 - 1 13'57	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

The Apollo 13 lunar mission encounters a critical problem when an oxygen tank explodes aboard the spacecraft.

In the NASA command centre in Houston, flight director Gene Kranz (Ed Harris) and his team try to figure out a way of getting the astronauts back home safely by deserting the command module and using the lunar landing module as a 'lifeboat'.

In this scene, Gene's team tells him of another unforeseen problem: the carbon dioxide filters on the lunar module are insufficient for the length of time the team will be in space, potentially leading to high levels of toxicity. The filters on the command module can potentially be used, but they use square cartridges, whereas the ones on the lunar module are round.

## Why it works

Many employees come to their managers with problems that need to be solved, expecting them to be taken away and dealt with.

Gene takes a different approach. He listens patiently to his team, and even makes a suggestion to solve the problem, but he's clear he expects his team to find their own way through the problem - and to do it rapidly.

The scene ends with a NASA team throwing onto a table every available piece of material on the spacecraft, setting out the problem, and getting to work to discover how to make their square peg fit the round hole.

It's notable too how the leader of this team is quite clear about the challenge. "The people upstairs have handed us this one," he says, "and we've gotta come through."

At no time in this scene does anyone suggest that it can't be done.

“

**I suggest you gentlemen figure out a way to put a square peg in a round hole...rapidly.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Apollo 13</a> (1995)	1'04	1 16'43 - 1 17'47	DVD, iTunes

[Watch this scene on YouTube](#)

# THE KARATE KID (1984)



## About the movie

On moving to a new town, schoolboy Daniel (Ralph Macchio) soon finds himself a victim of school bullies, all of whom attend the same karate school.

Anxious to defend himself, he finds a mentor in mysterious apartment block handyman Mr Miyagi (Pat Morita) who agrees to teach him karate.

In this scene, Mr Miyagi sets out the terms of their partnership.

## Why it works

Mr Miyagi carefully lays out the ground rules for the mentorship, using an analogy to describe how important it is that Daniel throws himself into his training completely.

Having set out the need for absolute trust and obedience, he challenges Daniel's commitment immediately by setting him a surprising first task – to clean and wax all of Miyagi's cars.

By using this approach, Miyagi is testing the cocksure Daniel's discipline, along with his commitment to both his training and to their partnership. Daniel attempts to challenge the task at once, but Miyagi reminds him of what he's just committed to.

It's an approach which demands trust, discipline and commitment from Daniel - all essential parts both of his training and of a successful partnership.

“

**Wax on, wax off.**

”

45

IMDB link	Clip length	Time	Availability
<a href="#">The Karate Kid (1984)</a>	1'35	52'00 - 53'35	DVD, iTunes

[Watch this scene on YouTube](#)

# THE KARATE KID (1984)



## About the movie

On moving to a new town, schoolboy Daniel (Ralph Macchio) soon finds himself a victim of school bullies, all of whom attend the same karate school.

Anxious to defend himself, he finds a mentor in mysterious apartment block handyman Mr Miyagi (Pat Morita) who agrees to teach him karate.

Miyagi starts Daniel's training with a curious series of tasks, including washing Miyagi's cars and painting his house. Having spent four days working on these chores while Miyagi goes off fishing, Daniel is ready to throw in the towel.

In this scene, Mr Miyagi shows him what he has learned, by challenging him to repeat the menial actions he has been performing in response to being attacked.

## Why it works

Miyagi's training may be unconventional, but it establishes complete trust between student and mentor.

He has carefully been preparing an unknowing Daniel so that basic karate moves become instinctive to him. The constant repetition of painting and waxing actions have conditioned Daniel's mind and muscle into instinctive karate moves.

Daniel has also demonstrated the commitment and trust that Miyagi sought as his mentor, by completing four days of menial labour.

In this scene, Miyagi reveals to an amazed Daniel just how far he's already developed his karate skills. But having given him a powerful start, Miyagi also reveals this is just the beginning of Daniel's education with his final words: "Come back tomorrow."

“

Show me... paint fence.

”

IMDB link	Clip length	Time	Availability
<a href="#">The Karate Kid (1984)</a>	4'00	1 10'51 - 1 14'51	DVD, iTunes

[Watch part of this scene on YouTube](#)

# HARRY POTTER AND THE ORDER OF THE PHOENIX



## About the movie

Prevented by new Hogwarts School 'Chief Inquisitor' Dolores Umbridge from learning any practical defence against the dark arts, Harry Potter (Daniel Radcliffe) and his friends create their own secret group - 'Dumbledore's Army' - so that Harry can train the others.

In this montage, Harry guides the group through the skills they need to learn, while the Hogwarts officials attempt to track down their secret training room.

## Why it works

Harry proves a natural coach, first demonstrating different spells, then giving his team the opportunity to practise them.

He wanders around the room, suggesting small technique corrections, encouraging the group and recognising them publicly when they've made progress. It's a scene which shows how a whole group can be energised by learning skills and making progress together.

He also encourages them to believe in themselves and their potential. "Think of it this way," he tells them. "Every great wizard in history started out as nothing more than what we are now: students."

It also shows a neat learning curve for Neville (Matthew Lewis), hapless at first but finally, through diligent practice and plentiful encouragement, mastering the spell he has been working on.

“

**Every great wizard in history started out as nothing more than what we are now: students.**

”

47

IMDB link	Clip length	Time	Availability
<a href="#">Harry Potter and the Order of the Phoenix (2007)</a>	5'10	56'23 - 1 01'33	DVD, iTunes

[Watch part of this scene on YouTube](#)



## About the movie

Mohandas K Gandhi (Ben Kingsley) returns to India after a spell as a lawyer in South Africa. But despite gaining fame for standing up to racist policies in Africa, he is unsure of his direction now he's returned to his native country.

Here, he is taken aside and given direction by his mentor, Gopal Ghokhale (Shreeram Lagoo), who asks him about his plans and helps him to see where his future path lies.

## Why it works

Ghokhale recognises Gandhi's immense potential to have a positive impact on his country.

But, as most of us do at some time, Gandhi has reached a turning point in his life. He is unsure of what to do, feels pressure to bring in an income to support his family and, having spent so long away from India, is unsure of his place within his country.

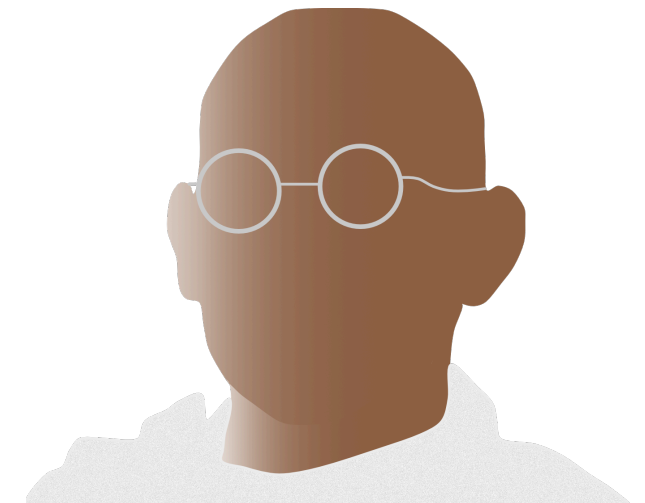
With gentle encouragement, Ghokhale is able to help him see a new path. He dismisses his concerns about money and gives him a clear way forward: to go out and discover 'the real India'. Once he's done that, Ghokhale tells him, he "will see what needs to be said."

He also encourages the heart, expressing faith in Gandhi's abilities. "When I saw you in that tunic I knew," he tells Gandhi. "I knew I could die in peace." And he finishes with a clear challenge: "Make India proud of herself."

“

**Make India proud of herself.**

”



IMDB link	Clip length	Time	Availability
<a href="#">Gandhi</a> (1982)	1:09	45'25 - 46'34	DVD, iTunes

## About the movie

Plucky chicken Ginger (voiced by Julia Sawalha) is desperate to lead an escape from Tweedy's Farm before the pie-making machine that will lead to their doom is operational.

She finally hits on an idea that will work: to build a working plane - a 'crate' - to fly the chickens off the farm and to safety.

In this humorous montage, Ginger outlines the plan and everyone's responsibilities, and production swings into action, whilst Mr Tweedy struggles to get his pie-making machine operational.

## Why it works

Ginger sets out the task: to make a 'crate' to fly them to safety.

Then, like all good project managers, she sets about allocating clear roles and responsibilities for areas like design and manufacturing, according to expertise. Everyone knows what they're responsible for and what their role is, so they're able to just get on with it.

She also builds alliances outside the team with the two scavenging rodents Nick and Fetcher, negotiating effectively using the currency they value most: food.

To ensure everyone keeps focused and on track, Ginger then 'walks the floor', encouraging and praising her team while impressing upon them the need for urgency and cajoling them to stay focused on their objective.

“

**We'll make a crate.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Chicken Run</a> (1982)	3'22	1 00'11 - 1 03'33	DVD, iTunes

## About the movie

In the 1950s, unconventional teacher John Keating (Robin Williams) inspires his class at Welton Academy to think beyond the narrow lives expected for them, and instead to 'seize the day' and make their lives extraordinary.

One of Keating's students, Todd Anderson (Ethan Hawke), is crippled by self doubt and the pressures of living up to parental and school expectations. Despite spending hours on an assignment to write his own poem, he throws his attempts away.

In this scene, he is forced to admit in class that he's been unable to complete his assignment.

## Why it works

Leaders who enable others to act, explain Kouzes and Posner, work hard to make others feel strong, capable and committed.

Todd is motivated and committed - he has, after all, been trying to compose his poem all week. But he is crippled by shyness and self doubt, feeling that everything he comes up with is useless. Keating needs to get him to express himself without fear or judgement.

First, Keating uses a quote from Walt Whitman to set the theme for what's coming: "I sound my barbaric yawp over the rooftops of the world!"

Then he is able to help Todd overcome his inhibitions, using a creative approach which taps into his subconscious. He has Todd stand in front of the class, close his eyes, and then uses prompts to get him to say whatever pops into his head.

“

**I think you have something inside of you that is worth a great deal.**

”

It's an unconventional approach but one which enables Todd to unlock the creativity deep within him. As a result, he produces a few lines of beautiful poetry - an expression from deep within his subconscious.

IMDB link	Clip length	Time	Availability
<a href="#">Dead Poets Society</a> (1989)	4'45	52' 52 - 55' 37	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

It's the start of the Cuban Missile Crisis in October 1962. American spy planes have spotted the build-up of medium range Russian nuclear missiles in Cuba. The US Government is in agreement: they cannot allow the missiles to become operational.

In this scene, in the face of mounting political pressure, President John F Kennedy (Bruce Greenwood), Attorney General Bobby Kennedy (Steven Culp) and Special Adviser to the President Kenny O'Donnell (Kevin Costner) discuss their options.

## Why it works

Distrusting his own military advisers, President Kennedy establishes an 'inner circle' to help him navigate the crisis. In this scene, they plan how they're going to tackle the issue.

He welcomes input from Bobby and Kenny, but also keeps them focused on the priorities they need to tackle first: deciding the 'what' before the 'how'.

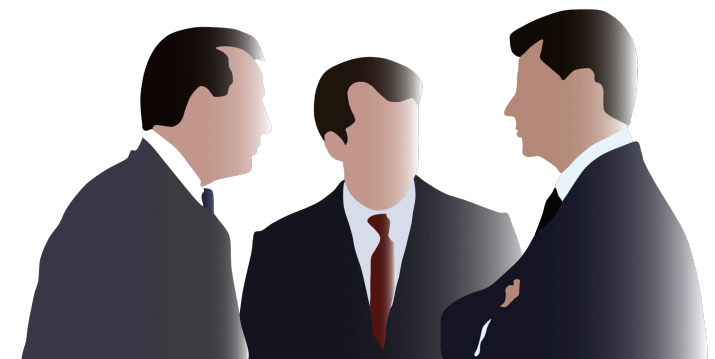
Bobby has a good idea about creating a 'brains trust' to look into alternative options, and volunteers to lead it. The President then asks for input from Kenny, who outlines what he thinks they should do and who to involve. It's a collaborative process, but the President is clear on his expectations.

By the end of the conversation they've got a clear way forward, with Bobby and Kenny both allocated specific tasks, and each with a clear picture of what the President expects from them.

“

**We've got to figure out what we're going to do before we worry about how we're going to do it.**

”



IMDB link	Clip length	Time	Availability
<a href="#">Thirteen Days</a> (2000)	2'00	16'32 - 18'32	DVD

## About the movie

Having decided to break the 'colour barrier' in the conservative establishment of baseball in 1947, Brooklyn Dodgers general manager Branch Rickey (Harrison Ford) recruits Jackie Robinson (Chadwick Bozeman). After a successful trial with the Montreal Royals, Robinson becomes Major League Baseball's first black player.

But Robinson faces a wave of opposition - from his own team, from the baseball establishment, from the community, and from opposition players.

In this scene, having been relentlessly taunted on the field by Philadelphia Phillies manager Ben Chapman while his team mates do nothing to intervene, the hot-tempered Robinson disappears into the tunnel to vent his frustrations. He's met by Rickey, who helps give him the strength to continue.

## Why it works

In this short conversation, Rickey uses an effective mix of empathy and toughness to help Robinson get over his anger and back out onto the pitch.

He empathises with how Robinson feels, using a religious allegory to liken his torment to the way Jesus was tempted by the Devil for 40 days in the Bible.

But he also reminds him of his responsibilities, of what's at stake. This is not just about Robinson, but about breaking a wider race barrier for the benefit of society. "We need you," Rickey tells him. "Everybody needs you."

And while Robinson's frustration is borne out of what he *can't* do - stand up to his tormentors - Rickey focuses him instead on what he *can*. "You can go out there and hit!" Rickey tells him.

“

**You can go out there and hit!**

”

This approach helps focus Robinson on what's within his sphere of control, rather than what's outside it. And it's effective in getting him back on the field and facing his challenges once again.

IMDB link	Clip length	Time	Availability
<a href="#">42</a> (2013)	3'06	1'14'57 - 1'18'03	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

*The Blind Side* tells the real life story of American football star Michael 'Big Mike' Oher (Quinton Aaron), who finds himself homeless due to family issues.

He is given a home by Leigh Anne Tuohy (Sandra Bullock) and her family, and encouraged to fulfil his potential.

Though his size makes his football potential obvious, Mike initially struggles to make an impact on the field. In this scene, Leigh-Anne interrupts practice to give him some tips.

## Why it works

In this scene, Leigh-Anne changes Mike's outlook on the game, with dramatic results.

It's a classic example of how understanding an individual - their strengths and motivations - is crucial to getting the best out of them. It's something the coach has been totally unable to do so far.

Leigh-Anne knows from a recent car crash that Mike has highly developed protective instincts. So while the prospect of pounding the opposition doesn't motivate him, the idea that he is protecting the people he cares about does.

So she reminds him of the times he's protected her and her son, and instructs him to think of his fellow team members as his family: and his job is to protect them.

By simply changing his mindset and focus, she is able to bring about an immediate and dramatic change in his performance.

“

**This team is your family. You have to protect them.**

”

IMDB link	Clip length	Time	Availability
<a href="#">The Blind Side</a> (2009)	4'12	1 05'40 - 1 09'52	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

*Miracle* tells the story of the United States ice hockey team's improbable 1980 Olympics victory, in which they defeated the seemingly invincible Soviet team.

After seven months of training, the US team has progressed from no-hopers to the brink of success.

In his final speech to the team before their Olympic semi-final against the favourites, coach Herb Brooks (Kurt Russell) urges his players to take advantage of the once-in-a-lifetime opportunity they have worked so hard to create.

## Why it works

There's a strong risk here that his team will feel overwhelmed by the daunting task of overcoming a team unbeaten at the Olympics since 1960. Herb has to make them believe they can win.

He does that by invoking a sense of destiny to fill his team with confidence and belief. This, he says, is 'their time' - a once-in-a-lifetime opportunity waiting to be grasped.

Although recognising that the Soviets could beat them nine times out of ten, he makes it clear that this will be that tenth time. He reminds them of what they need to do on the ice, and that they've created a game capable of beating their opponents. It's up to them now to deliver.

It's a simple, focused speech that uses a number of rhetorical devices, particularly repetition. This helps Herb emphasise his key points and give them more force.

“

**Great moments are borne from great opportunity.**

”

Watch in particular how he repeats the word 'tonight' at the start of three consecutive sentences, emphasising his belief that this is their night. And just to give further weight to that notion, he repeats "This is your time!" for good measure.

IMDB link	Clip length	Time	Availability
<a href="#">Miracle (2004)</a>	2'49	38'00 -   40'49	DVD, iTunes

[Watch an extended version of this scene on YouTube](#)

## About the movie

It's 1951, and disgraced former coach Norman Dale (Gene Hackman) arrives in the tiny town of Hickory in basketball-mad Indiana to take charge of their High School team.

Greeted with scepticism by local townspeople and with a star player who initially refuses to play, Norm overcomes limited resources to take the team on an unlikely run to the State Championship.

In this scene, with Norm's team just one game away from the final, he attempts to focus them on the task in hand.

## Why it works

In this short scene, Norm uses the old sporting adage of 'taking one game at a time' to focus his boys on the game and not the potential prize that awaits them.

But what's notable about this scene is the way he encourages what Stanford University professor Carol Dweck calls a 'growth mindset': a focus on performance alone, rather than any outcome of that performance.

"Don't get caught up in thinking about winning or losing this game," Norm tells them. "If you put your effort and concentration into playing to your potential, to be the best that you can be, I don't care what the scoreboard says at the end of the game, in my book we're gonna be winners!"

It's a key point because winning is not always within the team's sphere of control - the game's outcome can be influenced by the

“

**Don't get caught up in thinking about winning or losing this game.**

”

referee, the unfortunate bounce of a ball, or simply by a team that's fundamentally better on the day.

What's more, fear of failure - of losing - is often what causes players to freeze under pressure.

By focusing the team purely on the quality of their performance, Norm gives them their best chance of victory.

IMDB link	Clip length	Time	Availability
<a href="#">Hoosiers (1986)</a>	1'30	1'12'38 - 1'14'08	DVD, iTunes

[Watch this scene on YouTube](#)



# MASTER AND COMMANDER: THE FAR SIDE OF THE WORLD



## About the movie

It's 1805 during the Napoleonic Wars and HMS *Surprise*, under the command of Captain Jack Aubrey (Russell Crowe), has been tracking a superior French vessel, the *Acheron*, off the coast of South America.

It eventually catches up with her at the Galápagos Islands, and Aubrey devises a clever but dangerous plan to defeat his enemy.

In this scene, he addresses his crew before the battle.

## Why it works

Aubrey finds a great balance here between giving his crew confidence, and focusing them on what they need to do in the coming battle.

He shows complete faith in their courage - "I know there's not a faint heart among you" - and outlines each element of the plan, who is responsible for it, and the role they will need to play to be successful.

The *Acheron* is twice the size of the *Surprise*, and has twice the guns, but Aubrey gives his crew a reason to believe why, despite the formidable nature of their adversary, they can and will be successful.

In fact, with good use of humour he keeps the mood light and implies it's ridiculous to think that the *Acheron* will be able to defeat them.

“

**This ship is our home. This ship is England.**

”

But he also adopts a more serious tone, reminding his crew of exactly why they are fighting, and what is at stake. England is under threat of invasion, he tells them, and it's up to them to play their part in defending their home. "Though we be on the far side of the world, this ship is our home," Aubrey says. "This ship is England."

56

IMDB link	Clip length	Time	Availability
<a href="#">Master and Commander: The Far Side of the World (2003)</a>	2'05	1 46'09 - 1 48'14	DVD, iTunes

[Watch part of this scene on the IMDB](#)

## About the movie

*Freedom Writers* tells the true story of naive but enthusiastic schoolteacher Erin Gruwell (Hilary Swank) in her new job at the newly integrated Woodrow Wilson High School in Long Beach in 1992. When she finds her students deeply segregated by race, beset by social difficulties and unwilling to learn, she needs to find new ways to motivate them.

In this scene, she gets her students to play the 'line game' in an attempt to break down social divisions. Drawing a line down the centre of the room, she asks students to step forward in response to different questions - from ownership of the new Snoop Dogg album to whether they've lost a friend to gang violence.

## Why it works

The atmosphere of racial tension and lack of trust in the classroom makes it impossible for Erin's students to focus on learning.

By taking a first step towards establishing some understanding and empathy among her students, she is able to create a more conducive learning environment.

Erin's game proves a masterful way of showing her students that, despite their differences, they have a lot in common. She builds it carefully, starting with low-risk questions on music and movies, before progressing to more difficult topics.

In particular, she shows they are united in a way they hadn't previously considered: by the pain they each share in their experience of gang violence. The design of the game makes the sharing of those experiences both face-to-face and personal.

“

**Stand on the line if you've lost a friend to gang violence.**

”

As a result, the students' perspectives of each other start to change. Rather than see their fellow students as enemies, they develop a sense of empathy and shared understanding.

This reduces tension and creates a 'safe' environment for learning where the students feel able to share more of their own character and vulnerability.

Erin also builds trust and rapport with her students by showing an ability to laugh at herself and learn from her own mistakes.

IMDB link	Clip length	Time	Availability
<a href="#">Freedom Writers</a> (2007)	4'03	39'28 - 43'32	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

In *The Fugitive*, surgeon Dr Richard Kimble (Harrison Ford) is wrongly convicted of his wife's murder. When his prison van collides with a train in spectacular fashion while en route to his incarceration, grizzled US Marshal Samuel Gerard (Tommy Lee Jones) arrives on the scene to investigate.

While the state police insist that all the prisoners have been accounted for, Gerard's team uncover unlocked leg irons that suggest otherwise.

In this short scene, he takes control by addressing the combined law enforcement ranks around him.

## Why it works

Sometimes enabling others to act means taking charge in an emergency.

Having discovered there's a prisoner on the run, Gerard wastes no time in focusing the efforts of everyone around him on one goal: the immediate apprehension of the prisoner.

He clearly defines the radius of the search and where he wants his road blocks set up.

But it's the colour of his language - and the repetition of the word 'house' - that makes Gerard's message memorable. He leaves his audience with the clear expectation that they will leave no stone unturned in the search for the fugitive.

And he ends with a simple call to action: "Go get him."

“

**What I want from each and every one of you is a hard target search of every gas station, residence, warehouse, farmhouse, henhouse, outhouse and doghouse in that area.**

”

IMDB link	Clip length	Time	Availability
<a href="#">The Fugitive (1993)</a>	1'10	22'14 - 23'24	DVD, iTunes

[Watch an extended version of this scene on YouTube](#)

## About the movie

US Naval Lt Andrew Tyler's (Matthew McConaughey) disappointment at being rejected for a submarine command is compounded by the knowledge that the rejection must have been sanctioned by his own commanding officer, Lt Commander Mike Dahlgren (Bill Paxton).

In this scene, with their submarine about to embark on a dangerous mission, Dahlgren summarises where he believes Tyler still needs to develop.

## Why it works

One of the most effective ways to highlight areas for improvement is to get someone to identify those areas for themselves. That way, they're far more likely to take action to improve. And that's what Dahlgren does here.

He outlines his belief in Tyler's many qualities - his submariner skills, his devotion to his men, and his bravery.

But he also draws attention to what he suspects is Tyler's key flaw - a reluctance to make decisions that will put those men in danger or, potentially, to sacrifice their lives for the sake of the mission. Dahlgren challenges Tyler to ask himself whether he can make the toughest of decisions - those that a submarine captain would need to make.

It's Dahlgren's style of feedback here that works effectively. He doesn't tell Tyler he's unable to make tough decisions - he simply asks him questions which reveal it.

“

**If you're not prepared to make those decisions - without pause, without reflection - then you've got no business being a submarine captain.**

”

Would he be able to sacrifice the life of his best friend? Or the lives of the young enlisted men who look up to him like a big brother?

This approach allows Tyler to come to the answer himself, helping him to understand his weakness and, during the course of the mission, address it.

IMDB link	Clip length	Time	Availability
<a href="#">U-571</a> (2000)	2'29	28'34 - 31'03	DVD

[Watch this scene on YouTube](#)

## About the movie

In *Moneyball*, Oakland Athletics General Manager Billy Beane (Brad Pitt) is desperate to find a way for his poorly-funded team to compete with its wealthier rivals. He discovers it in the methods of callow Yale economist Peter Brand (Jonah Hill), whose innovative approach to player recruitment is based on the statistical measurement of each player's value rather than traditional scouting techniques.

Billy recruits several new players who fulfil Peter's new criteria, at bargain prices. One of them, David Justice (Stephen Bishop) is an arrogant but fading star who's entering the twilight of his career.

In this scene, Billy has an honest conversation with David about their respective expectations.

## Why it works

At the start of the conversation, David is very much the arrogant star who won't listen to advice, especially from his new general manager.

Billy deflates his ego, reminding him that his old club are still paying half his salary just to get him off their books.

By the end of the conversation, David is more humble. But Billy has now made him feel valued as the elder statesman of the team, with a different role from the one he had envisaged: to help the team buy into the new approach and support the younger players.

It's a great example of an honest, constructive conversation where each party has their say, and where a manager leaves an employee with a more realistic sense of their own performance, and motivated to play a more constructive role as part of the team.

“

**Make an example for the younger guys. Be a leader.**

”



IMDB link	Clip length	Time	Availability
<a href="#">Moneyball</a> (2011)	1'57	1'18 57 - 1'20 54	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

In *Friday Night Lights*, the hopes and expectations of the small town of Odessa, Texas are firmly rooted in the Permian High Panthers football team and their bid to win the State Championship.

With a new coach, Gary Gaines (Billy Bob Thornton), and a mantra of being 'perfect', the Panthers endure a turbulent season, losing their star player to injury and reaching the play-offs through a coin toss.

But eventually, they make the final against a formidable Dallas High School team. After a terrible first half, Gaines attempts to lift his shell-shocked team.

## Why it works

Coach Gaines focuses his team on the next two quarters of what will probably be the last time many of them will play football again.

All through the season, he has exhorted his team to be 'perfect' in everything they do. And here he reveals exactly what he means.

In common with coaches from other movies in this section, being perfect for Gaines is not about winning: a factor which is ultimately outside of their control. "Being perfect," he tells them, "is about being able to look your friends in the eye, and know that you didn't let them down." He asks them to be honest with themselves that they've given everything they can for the team.

It's a scene that encourages a growth mindset, allowing his team to focus only on what they can directly influence: their own performance.

“

**I want you to put each other in your hearts forever, because forever's about to happen here in just a few minutes.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Friday Night Lights</a> (2004)	3'19	1'28 55 - 1'32 14	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

20-year-old Will Hunting (Matt Damon) possesses a genius-level intellect but chooses to work as a janitor at the Massachusetts Institute of Technology (MIT) and hang out with his labourer pals.

Will is charged with assault and faces a jail term. But when the Institute discovers his extraordinary abilities, it intervenes to offer him a deal: study mathematics at MIT, on the condition that he also sees a therapist to address his personal issues.

After a number of sessions, Will is still struggling to let go of his difficult past and embrace his potential.

In this scene he shares a beer with best friend Chuckie Sullivan (Ben Affleck) and confides that he plans to never leave the town.

## Why it works

Will is stuck in a rut, content to live well within his comfort zone rather than find out what he's capable of.

In this scene, Chuckie confronts Will's attitude head-on, and with searing honesty forces him to see his potential and his future from an entirely new perspective.

Will doesn't owe it to himself to use his potential, Chuckie tells him, he owes it to him and his friends, each of whom would do anything to have Will's gifts.

Chuckie also reveals his own feelings - particularly his experience every day just before he knocks on Will's door to pick him up. It's the time when he hopes every day that Will won't answer, because he's finally left to start a new life.

“

**You're sitting on a winning lottery ticket.**

”

★ ***Please note this scene contains strong language***

The fact that this comes from someone who has a lot to lose from the departure of his best friend makes the feedback even more impactful. It forces Will to consider his current outlook and lack of ambition from a completely different perspective.

IMDB link	Clip length	Time	Availability
<a href="#">Good Will Hunting</a> (1997)	2'51	1 36'50 - 1 39'41	DVD, iTunes

[Watch part of this scene on YouTube](#)

# MODEL THE WAY

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“Exemplary leaders know that if they want to gain commitment and achieve the highest standards, they must be models of the behaviour they expect of others. Leaders must model the way.”

In this chapter you'll find leaders modelling the behaviour they expect of others - whether on the battlefield (*Saving Private Ryan*, *The Lord of the Rings: Return of the King*, *Black Hawk Down*), in Government (*Invictus*, *Lincoln*), in school (*Coach Carter*), in the courtroom (*12 Angry Men*) or on the sports field (*Cool Runnings*, *Invictus*, *42*).

What's noticeable in many of these scenes is how leaders have to be strong in the face of opposition to their views. Modelling the way is not easy, and often requires standing up to

the views of others for the sake of what you feel is right.

In these scenes, the leaders involved show that they don't expect anything of others that they're not prepared to do themselves, and consequently they inspire people to follow them.

But there are consequences of *not* modelling the way too. You can see this clearly demonstrated in scenes from *U-571* and *Remember the Titans*.



## About the movie

It is June 1944, and after a harrowing experience on the beaches of Normandy Captain Miller (Tom Hanks) and his small squad have been assigned a rescue mission to find Private Ryan (Matt Damon), whose three siblings have been killed in action on the same day.

In this scene, as Captain Miller's squad begin their search for Ryan, the conversation turns to the practicality and moral implications of their mission: why risk eight people's lives to save one?

## Why it works

Miller has been dealt a difficult mission to justify to his men. Yet like all good leaders, he publicly supports the decision that's been made.

At the same time, he shows empathy with his team's views on their situation.

In a military environment, you might expect Miller to shut the conversation down immediately when the subject arises. Instead, he invites every member of his squad to have their say. It's an effective way to let them air their festering grievances and acknowledge them.

But he keeps silent on his own views, telling his squad that "gripes go up, not down" and that his role is not to gripe to his own men.

He cleverly gives just enough away to allow his men to infer that he sympathises with their views, while still steadfastly showing his commitment to the mission.

“

Gripes go up, not down.

”

★ *Please note this scene contains strong language*



IMDB link	Clip length	Time	Availability
<a href="#">Saving Private Ryan</a> (1998)	2'33	41'20 - 43'53	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

It is June 1944, and after a harrowing experience on the beaches of Normandy, Captain Miller (Tom Hanks) and his small squad have been assigned a rescue mission to find Private Ryan (Matt Damon), whose three siblings have been killed in action on the same day. But it's an unpopular mission: why risk eight lives to save one?

Having sustained their second mission fatality, the squad are divided on what to do with their German captive. Rather than execute him in cold blood, Captain Miller decides to let him go.

Appalled, Private Reiben (Ed Burns) prepares to walk out on the squad - leading to an armed stand-off with Sergeant Horvath (Tom Sizemore).

## Why it works

While his squad are losing their cool and a disaster seems inevitable, Captain Miller is the only one who keeps calm.

He defuses the situation by choosing this moment to play his ace card, the answer to a mystery that has intrigued his entire team: his occupation before the war.

This unexpected revelation, and the fact that his profession of schoolteacher seems in such stark contrast to the blood and mud around him, instantly defuse the tension.

By choosing this moment to reveal his occupation, Miller also reminds his team that he's an ordinary, non-military guy, just like them. He reveals his vulnerability and fears to his team, how he worries about how the war is changing him. Yet he also makes it clear that pursuing his mission - whatever its nature - is his way of earning the right to go home.

“

**If that earns me the right to get back to my wife, then that's my mission.**

”

★ ***Please note this scene contains strong language***

He doesn't stand in the way of Private Reiben leaving, letting him make his own choice on what to do. But he also clarifies, for Reiben's benefit, his reason for letting the German captive go free: "Just know that every man I kill, the farther away from home I feel."

IMDB link	Clip length	Time	Availability
<a href="#">Saving Private Ryan</a> (1998)	5'10	1 34'36 - 1 39'46	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

*Invictus* tells the story of Nelson Mandela's (Morgan Freeman) release from prison and his early period as President of South Africa, when he used the 1995 Rugby World Cup as a way of unifying the 'rainbow nation'.

In this early scene, the head of Mandela's professional bodyguard, Jason Tshabalala (Tony Kgoroge), is appalled when four white members of Special Branch arrive to join his team - men who are likely to have been involved in acts of violence and intimidation in the previous regime.

He's even more perturbed that the President has authorised it, and confronts him about his decision.

## Why it works

President Mandela's ethos for building a united South Africa is forgiveness and reconciliation. And he knows, as President, that his commitment to that ethos will be widely scrutinised. Actions speak much louder than words.

He models the way here by insisting that his own staff adopt these principles too. Though he listens with empathy to his bodyguard's objections, Mandela responds with a rational argument: Jason needs more men, and the Special Guard officers are highly trained and experienced.

Above all, he makes it clear that all his staff need to model forgiveness and reconciliation too, however hard it may seem.

"Forgiveness liberates the soul," Mandela tells his bodyguard. "It removes fear. That is why it is such a powerful weapon. Please, Jason... try."

“

**The rainbow nation starts here.  
Reconciliation starts here.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Invictus (2010)</a>	2'38	12'09 - 14'47	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

*Invictus* tells the story of Nelson Mandela's (Morgan Freeman) release from prison and his early period as President of South Africa, when he used the 1995 Rugby World Cup as a way of unifying the 'rainbow nation'.

In this extended scene, Mandela cancels his diary commitments and drives to a meeting of the South African Sports Council. Here he attempts to persuade Council members to reverse their earlier vote to ban the Springbok name and emblem - a decision he knows will confirm all white South Africans' worst fears about the new regime.

## Why it works

Mandela stands out as a leader who is not afraid to take a stand against his people's wishes if he firmly believes they are wrong: in essence, to take the tough decisions he has been elected to take.

In this case, his personal assistant Brenda (Adjoa Andoh) tries to dissuade him from interfering, warning that he risks his future as a leader. "The day I am afraid to do that is the day I am no longer fit to lead," he tells her.

At the meeting, Mandela outlines why he thinks the decision should be reversed, drawing on his personal experience of white South Africans and what they cherish.

He appeals to them to look at the decision in a different way. Having won victory over apartheid, Mandela tells them, "our enemy is no longer the Afrikaaner. They are our fellow South Africans. Our partners in democracy."

“

**This is the time to build our nation, using every single brick available to us.**

”

Once again, Mandela is modelling what he preaches: forgiveness and reconciliation as a way to build a new South Africa. In this case, he fights strongly to ensure white South Africans aren't punished by the new administration through unwelcome changes to their most treasured sport and national team.

IMDB link	Clip length	Time	Availability
<a href="#">Invictus (2009)</a>	5'55	29'16 - 35'11	DVD, iTunes

Watch parts of this scene on YouTube [here](#) and [here](#)

## About the movie

*Invictus* tells the story of Nelson Mandela's (Morgan Freeman) release from prison and his early period as President of South Africa, when he used the 1995 Rugby World Cup to gather support behind the Springbok team as a way of unifying the 'rainbow nation'.

Seeing the potential of using rugby as a unifying force, Mandela telephones South African Rugby Union President Luis Luyt (Danny Keogh) to ask him to organise regular township coaching clinics with the Springbok squad as part of the World Cup build-up.

In this scene, Luyt informs the team of the decision - much to their annoyance.

## Why it works

Modelling the way often means standing up and supporting decisions that may be unpopular amongst your team. And that's exactly what team captain Francois Pienaar (Matt Damon) does here.

The team appeals to Pienaar, asking him to challenge the decision. Pienaar listens patiently to their objections, but disagrees with them.

Although under intense pressure from his team-mates, Pienaar stands firm. He sees the bigger cultural and political picture, and is prepared to be temporarily unpopular with his team by standing up for what he feels is right.

Contrast this too with the approach of Luis Luyt, who distances himself from the decision immediately by telling the team that the request comes from Mandela himself - and inferring that his hands are tied as a result.

“

**Times change. And we need to change as well.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Invictus</a> (2010)	1'56	54'51 - 56'47	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

Having returned to his old school, Richmond High, as basketball coach, Ken Carter (Samuel L Jackson) is determined to make a change in his players' lives.

He takes the unusual step of getting his team to sign contracts before they can play: contracts which specify they need to keep up their academic studies to be able to stay on the team.

While his team delivers success on the basketball court, he soon discovers that some of his team members have been failing to reach the academic standards they committed to.

In this scene, Carter locks the gym and summons the team to the library where he tells them the gym will remain locked until the players' academic performance improves.

## Why it works

Two themes are central to Carter's teaching, and in this scene he demonstrates both.

First is a personal commitment to agreed standards. By not allowing his team to renege on their academic commitments, regardless of their sporting success, Carter is teaching them a wider life lesson.

But neither does he leave them on their own. He puts support in place to help them, enlisting three teachers to provide extra tutoring.

The second theme is taking collective team responsibility: those team members who are performing academically must help those who aren't. "We have failed each other," he tells them.

It's not popular - one team member quits immediately - but Carter stands by his decision, sending a strong message to his team about what he expects of them.

“

**Until we all meet the terms of this contract, the gym will remain locked.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Coach Carter</a> (2004)	2'38	1 17'40 - 1 20'18	DVD, iTunes

## About the movie

Ken Carter (Samuel L Jackson) returns to his troubled school, Richmond High, as head coach of their unsuccessful basketball team. Determined to make a change in his players' lives, Carter insists they commit to achieving basic educational standards in return for the right to play.

When he discovers that team members have been failing academically, Carter imposes a gym 'lockout' until their grades improve. But his stand is overruled by the School Board. As a result, Carter quits.

In this scene, he arrives at work the next day to collect his belongings. After the school Principal fails to dissuade him from resigning, he's surprised to find his team have re-entered the gym - but only to study.

## Why it works

This scene provides good examples of both modelling the way and encouraging the heart. It is powerful for several reasons:

- Firstly, it demonstrates Carter's strong commitment to his principles, which he articulates to the school Principal. "The Board sent the message loud and clear: winning basketball games is more important than graduating high school and going to college. I'm sorry, I just can't support that message," he tells her.
- It then shows his team modelling the way themselves, by opting to study in the gym rather than play. 'Sir, they can cut the chain off the door, but they can't make us play,' Jason Lyle tells him.
- Finally, it provides a strong message of recognition as wayward teen Timo Cruz thanks Carter for 'saving his life'.

“

**Sir, they can cut the chain off the door, but they can't make us play.**

”

Throughout the movie, Carter has been asking Cruz what his deepest fear is. And here, Cruz responds by quoting Marianne Williamson's beautiful poem - a poem that acknowledges how difficult it is to break out of the low expectations that society often places upon you.

IMDB link	Clip length	Time	Availability
<a href="#">Coach Carter</a> (2005)	3'09	1'40'04 - 1'43'13	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

Disgraced former Olympic bobsleigh athlete Irv Blitzer (John Candy) agrees to train four Jamaican sprinters to become bobsleigh competitors in a bid to win an Olympic place.

Having successfully made it to the Olympics, overcoming numerous hurdles along the way, the team are completing their final bobsleigh run. But when a bolt comes loose on their rickety borrowed sled they lose control and crash just before the finish line.

Having come so far they are determined to complete the race: the team lift the sled and carry it the final 100 metres to the finish.

## Why it works

Success in so many arenas - and especially in sport - often lies outside our sphere of control.

The Jamaican team have astounded their critics and won many friends by competing in a sport alien to their culture and environment. They've fought hard to be accepted by a cynical bobsleigh community and in many ways embody the Olympic ideal of hard work and perseverance.

The team's last act is a perfect reflection of their spirit: they're not going to let a crash prevent them from reaching their ultimate goal of finishing the course.

By carrying their sled to the finish line, the team make a powerful statement, modelling their unquenchable determination to succeed, whatever the odds - and winning over their fiercest critics in the process.

“

**I have to finish the race.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Cool Runnings</a> (1993)	4'32	1 24'51 - 1 29'23	DVD, iTunes

[Watch the last part of this scene on YouTube](#)



# THE LORD OF THE RINGS: RETURN OF THE KING



## About the movie

Facing their final battle against the forces of evil, King-in-waiting Aragorn (Viggo Mortensen) rallies his troops against a seemingly insurmountable army. Their goal: to distract the enemy and give their hobbit comrade Frodo enough time to destroy the 'one ring' in the fires of Mount Doom.

In this scene, Aragorn exhorts his depleted troops to stand their ground in the face of their enemy, and hold their nerve one final time.

## Why it works

This is a classic example of modelling the way, of leadership by example, and also of a powerful speech. Aragorn demonstrates authentic leadership by admitting to his own fears, but showing his determination to overcome them.

What makes this scene particularly effective is how Aragorn creates a bond of comradeship and family with his followers, particularly in his opening line: "Sons of Gondor, of Rohan, my brothers!"

He also reveals his own sense of vulnerability - "I see in your eyes the same fear that would take the heart of me." This is key in showing that Aragorn feels just the same fear as his men, but is determined to overcome it. This is the essence of modelling the way - showing a willingness to take what is often a difficult path.

“

**A day may come when the courage of man fails - but it is not this day.**

”

Finally, Aragorn fires up his followers through great use of repetition - "it is not this day"; through rich, visual language - "an hour of wolves and shattered shields", which paints the picture of a heroic stand; and through a stirring call to action which braces his men for one final battle - "By all that you hold dear on this good Earth, I bid you stand, men of the West!"

72

IMDB link	Clip length	Time	Availability
<a href="#">Lord of the Rings: Return of the King (2003)</a>	1'01	1 09'52 - 1 10'53 (Disc 2 Spec Ed)	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

In *U-571* an American submarine crew is tasked with the mission of capturing an enigma decoding device from a stranded German U-boat. When their submarine is destroyed and their captain killed, US Naval Lt Andrew Tyler (played by Matthew McConaughey) and his small assault team are forced to take refuge on the captured U-boat and flee the pursuing German fleet.

In this scene, shortly after securing the U-boat, Tyler discusses a plan of action with his stunned team. But his lack of authority spreads uncertainty and fear in his team.

Consequently, his crew start suggesting their own alternative plans, and he begins to lose control.

## Why it works

This is a great example of a leader *not* modelling the way - and choosing exactly the wrong time to show vulnerability and confusion.

In this crisis situation, with his team in shock, Tyler needs to reassure them and show calmness and authority. In situational leadership terms, he should be adopting a 'telling' style. He needs to model the behaviours he wants from his team - discipline, focus and courage - and show that he's in control of the situation.

Unfortunately, his dithering makes the situation a lot worse, as he admits to his crew that he doesn't know how they're going to get out of the mess they're in.

In the absence of any sense of leadership, his team fill the vacuum by proposing their own solutions. As a result, the Chief Petty Officer (Harvey Keitel) needs to step in to restore discipline.

“

**You think I know how we're gonna get out of this mess? I don't.**

”

In a later scene (1'00'33 - 1'02'17 - [watch on YouTube](#)), the Chief castigates Tyler in private for not showing the crew a firm lead, and for admitting that he didn't know how they would get back home. "The captain always knows," he tells him.

IMDB link	Clip length	Time	Availability
<a href="#">U-571</a> (2000)	1'53	56'35 - 58'28	DVD

## About the movie

*12 Angry Men* is perhaps the most fascinating study of influence and persuasion you can find in movies.

Faced with what appears to be an open-and-shut case where a young man stands accused of murdering his father, a lone juror (played by Henry Fonda) makes a stand against his peers to ensure the defendant receives a fair hearing. One by one, each juror changes his position.

In this early scene, the jury have retired to consider their verdict, and decide to take a preliminary vote. The jury foreman (played by Martin Balsam) confirms that a 12-0 vote is required by law to reach a verdict. When the votes are collected in, 11 read 'guilty'. Only juror 8 votes 'not guilty'. In the face of his peers' antagonism, he explains his reasons.

## Why it works

It takes real courage to be the lone dissenter in a room, but that's the stand Juror 8 takes - and it's not a popular one.

He doesn't even claim to believe for sure that the defendant is innocent. He merely wants to talk about the case, deal with his doubts, and above all make sure that the man gets a fair hearing, given the enormity of what's at stake.

Some of his peers are incredulous, some angry. But he models the way by calmly insisting that the jury takes the proper time to seriously consider the case, rather than be swayed by their own preconceptions.

And even before the end of the scene, the bias and prejudice that clouds everyday decision making starts to be revealed, as a fellow juror comments that the defendant comes from a community of "born liars"...

“

**I just think we owe him a few words, that's all.**

”



IMDB link	Clip length	Time	Availability
<a href="#">12 Angry Men</a> (1957)	4'02	10'45 - 14'48	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

This fact-based drama describes the disastrous American incursion into Somalia in October 1993.

Over 100 Army Rangers and special forces personnel are dropped by helicopter deep into the capital city of Mogadishu to capture two top lieutenants of a Somali warlord. But after two Black Hawk helicopters are downed, the mission becomes a brutal and drawn-out firefight between the Rangers and hundreds of Somali gunmen.

By the time the troops are extracted the following day, 18 US troops have been killed, and one captured.

In this scene from the end of the movie, shell-shocked Ranger Sergeant Eversmann (Josh Hartnett) finds that Delta Force operative Hoot (Eric Bana) is wasting no time re-entering the fray.

## Why it works

The US troops have spent 24 long and desperate hours under constant fire and have been almost overwhelmed by the Somali gunmen hunting them.

To Eversmann's amazement, he finds his friend, the Delta Force operative Hoot, preparing to go straight back into Mogadishu to look for the captured American helicopter pilot.

Hoot models the military motto of 'leave no man behind'. He tells a simple story of what people say to him when he's home to show his total commitment to his comrades. "It's about the men next to you. And that's it. That's all it is."

And by preparing to go straight back into danger, he models that commitment completely.

To his credit, the exhausted Eversmann attempts to join him too.

“

**It's about the men next to you.  
And that's it. That's all it is.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Black Hawk Down</a> (2001)	1'28	2'06'10 - 2'07'38	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

At the height of the Cold War, civil lawyer James B Donovan (Tom Hanks) is recruited by the CIA to defend Soviet spy Rudolf Abel (Mark Rylance).

With the US Government and most of the public seemingly wanting a quick conviction, Donovan battles to ensure that Abel receives a fair trial and the best possible defence. But it's an approach that doesn't make him popular with his family, his employers, or indeed the entire nation.

Soon after agreeing to represent Abel, Donovan is alarmed to find himself followed in the street. His pursuer turns out to be CIA agent Hoffman (Scott Shepherd). In this scene, Hoffman takes Donovan for a drink and attempts to enlist his help.

## Why it works

This scene has a strong contemporary feel, featuring national security arguments not dissimilar to those prevalent in recent years.

Donovan is a man of principle, which quickly becomes clear to Hoffman when he asks him to violate attorney-client privilege and pass on information to the CIA.

To Hoffman, the law is secondary to something even more important: the security of the country. "We don't have a rule book here," he tells Donovan.

But to Donovan, nothing is more important. Kouzes and Posner suggest that leaders who model the way must first be clear themselves about their own guiding principles, and be prepared to talk about what they hold as important.

“

**I'm Irish, you're German. But what makes us both Americans? Just one thing. One. The rule book. We call it the Constitution.**

”

This scene is an excellent demonstration of that, as Donovan reveals there is indeed a 'rule book' that they live by - the Constitution of the United States of America. Indeed, it's the only thing that makes both him and Hoffman, each with families from different European countries, American. And living by it is Donovan's guiding principle.

76

IMDB link	Clip length	Time	Availability
<a href="#">Bridge of Spies</a> (2015)	2'35	28'42 - 31'17	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

Virginia, 1971, and TC Williams High School is entering its first year as a racially integrated establishment. To help the integration, African-American Herman Boone is appointed football coach over local favourite and Hall of Fame candidate Bill Yoast.

With tensions in the community high, the players gather at pre-season camp at Gettysburg College. But early attempts to get the black and white players to bond are largely ineffective. Frustrated by the lack of progress, Coach Boone increases the number of practice sessions to three a day until his players make the effort to complete his task of finding out more about their team mates.

In this scene, star white player and team captain Gerry (pronounced 'Gary') Bertier, played by Ryan Hurst, catches up with his black counterpart, Julius Campbell (Wood Harris), after a tough session, in a half-hearted attempt to fulfil Boone's brief.

## Why it works

While Gerry intends to merely go through the motions of Coach Boone's task with Julius, the conversation turns into an honest (and tough) sharing of feedback on one another.

It's a great scene that shows just how far the *behaviour* of a leader affects the attitude of their team. As Ralph Waldo Emerson once put it: "Your actions speak so loudly that I cannot hear what you're saying."

It also shows the importance of a culture that encourages honest feedback, and of taking it with an open mind. This scene may not role model an *ideal* method for giving feedback - it's much too brutal for that - but it does show its importance.

Gerry is quite willing to give Julius both barrels on his performance and attitude, but is quite oblivious to how his own actions have influenced Julius's behaviour. When Julius

“

**Attitude reflect leadership, captain.**

”

points out Gerry is *not* modelling the way, it gives him a wake-up call he wouldn't have had otherwise. "Attitude reflect leadership," Julius tells him.

By being open to Julius's feedback, Gerry is able to see that he's been deceiving himself about his own leadership behaviours.

Most importantly, he corrects his behaviour in the very next training session - leading to an immediate improvement in Julius's attitude, and to the behaviour and performance of the whole team.

IMDB link	Clip length	Time	Availability
<a href="#">Remember the Titans</a> (2000)	1'40	29'10 - 30'50	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

*Lincoln* focuses on the short but crucial period of Abraham Lincoln's (Daniel Day Lewis) term as US President, with the Civil War approaching a close as he attempts to defeat huge opposition and pass the 13th amendment to abolish slavery.

Learning of a peace delegation from Richmond which would scupper a positive vote for the amendment, Lincoln is torn between ending the war early and securing the end of slavery.

In this scene Lincoln wrestles with his conscience in the communications room, as he dictates a message to General Grant outlining what to do with the peace commissioners.

Lincoln is faced with two options: have the peace commissioners conveyed to Washington immediately, potentially accelerating the end of the war, but threatening the amendment; or have them delayed, to allow him time to push through the bill.

## Why it works

Many organisations have explicitly stated values, but their leaders do not always live by them. This scene shows values-based decision making in action.

When learning that one of his telegraph operators is an engineer, Lincoln modestly recounts reading about Euclid's first common notion: 'things that are equal to the same thing, are equal to each other'. It's a rule, Lincoln tells them, because it's true. "In his book, Euclid says this is self evident."

"We begin with equality...that's fairness. That's justice," Lincoln muses. And it's this drawing on science and mathematics that steels his own moral view on the way forward. He changes his telegram to General Grant, asking him to delay the peace commissioners, so he can progress with getting the amendment passed.

“

**Things that are equal to the same thing, are equal to each other.**

”

Lincoln bases his decision not on logic, which might dictate that stopping the war as soon as possible to save lives and money would be the best decision - but on values. On the right thing to do.

It's also a scene that again shows Lincoln's remarkable touch with people at every level, chatting away with his staff and asking questions to help him come to a difficult decision.

IMDB link	Clip length	Time	Availability
<a href="#">Lincoln</a> (2012)	4'29	1'11'52 - 1'16'21	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

Having decided to break the 'colour barrier' in the conservative establishment of baseball in 1947, Brooklyn Dodgers general manager Branch Rickey (Harrison Ford) recruits Jackie Robinson (Chadwick Boseman) to become Major League Baseball's first black player.

But Robinson faces a wave of opposition - from the baseball establishment, from the community, from opposition players, and even from his own teammates, many of whom try to get him ejected from the team.

In this extended scene, popular Dodger Pee Wee Reese (Lucas Black) goes to see Rickey when he receives a threatening letter. But his eyes - and attitude - are opened when Rickey gives him insight into the abuse that Robinson suffers on a daily basis.

## Why it works

Until this point, the easy-going Pee Wee has sat on the fence regarding Jackie, neither supporting him nor actively trying to get him ejected from the team. But his loyalty and personal values are swiftly challenged when he receives his own threatening letter.

Rickey opens his eyes by showing him, in dramatic fashion, the level of abuse Robinson suffers on a daily basis. He pulls out three folders stuffed with vitriolic hate mail, to put Pee Wee's single letter into perspective.

"Well, I just like to play ball sir," Pee Wee tells Rickey. "I expect Jackie just wants to play ball too," Rickey responds.

This encounter forces Pee Wee to decide what he believes in. And to his credit, he acts accordingly, modelling the way not only for his fellow players but for the team's supporters and everyone else involved in baseball.

“

**Maybe tomorrow we'll all wear '42'. That way they won't tell us apart.**

”

★ *Please note this scene contains strong language*

At the next game, he makes a point of approaching Jackie and putting his arm around him in view of the whole crowd.

It's a simple but powerful gesture which demonstrates Pee Wee's values, and shows that he accepts Jackie as a teammate, and as an equal.

IMDB link	Clip length	Time	Availability
<a href="#">42</a> (2013)	5'07	1'33'45 - 1'38'52	DVD, iTunes

[Watch this scene on YouTube](#)



# ENCOURAGE THE HEART

---

“Leaders encourage the heart of their constituents to carry on. Genuine acts of caring uplift the spirits and draw people forward.”

The scenes in this chapter show leaders encouraging the heart in a variety of ways.

In *Invictus*, it's about expressing faith in colleagues' abilities and a desire to work with them. In *The Shawshank Redemption*, it's by selflessly raising the spirits of fellow prisoners worn down by their environment.

Commonly in business, encouraging the heart is about recognising when someone feels discouraged or under stress, and taking them aside to express confidence in them or admiration at what they've accomplished so far. You can see this in action in *Selma*, *Thirteen Days* and in *Made in Dagenham*.

It's also about lifting someone after a perceived failure: helping them reframe their disappointment, giving them pride in their accomplishments, and encouraging them to move forward with their heads held high. Examples from *Moneyball*, *The Imitation Game*, *Coach Carter* and *Spotlight* all show this quality.

Or it may simply be about showing faith in someone's inherent goodness, as shown in *Freedom Writers*.

# THE SHAWSHANK REDEMPTION



## About the movie

*The Shawshank Redemption* tells the story of wrongly-convicted banker Andy Dufresne (Tim Robbins) and the friendship he builds with fellow prisoner Ellis 'Red' Redding (Morgan Freeman).

Early in the movie, a work party including Red and Andy is assigned to resurface the roof of a local factory.

Overhearing prison guard Captain Hadley (Clancy Brown) complaining about inheritance tax to his colleagues, Andy risks a beating - or worse - to propose a deal. He tells Hadley he will complete his tax return for free, potentially saving him hundreds of dollars, in exchange for three bottles of beer for each of his fellow prisoners.

## Why it works

As he later proves when rallying his prison inmates by playing classical opera over the prison tannoy, Andy understands the power of seemingly small gestures to lift the heart. And perhaps nowhere is this more valid than amidst the gruelling tedium of prison life.

So, despite the significant personal risk involved, he makes an instinctive and opportunistic attempt to broker a deal that will raise the spirits of his fellow prisoners.

Even more impressively, Andy doesn't drink himself, so the benefit, we might think, lies purely with his friends.

But as Andy sits watching his friends drink ice-cold beer - "like free men again" - it's clear the gesture has lifted his own mood too. It's a scene that proves the old adage that the best way to make yourself happy is to make other people happy.

“

**I only ask three beers apiece for each of my co-workers.**

”

★ *Please note this scene contains strong language*

IMDB link	Clip length	Time	Availability
<a href="#">The Shawshank Redemption</a> (1994)	4'34	34'00 - 38'34	DVD, iTunes

[Watch this scene on YouTube](#)

# THE SHAWSHANK REDEMPTION



## About the movie

*The Shawshank Redemption* tells the story of wrongly-convicted banker Andy Dufresne (Tim Robbins) and the friendship he builds with fellow prisoner Ellis 'Red' Redding (Morgan Freeman).

After constant hounding of the prison authorities to increase the library budget, Andy finally receives an extensive shipment of books and records.

In this scene, he decides to lift the mood of his fellow inmates by broadcasting opera across the whole prison over the tannoy, incurring the wrath of the prison warden in the process.

## Why it works

As with the previous example on the factory roof, Andy shows here his understanding of how seemingly small gestures can immeasurably lift the spirits of those around him.

In a prison environment, where the sameness and drudgery continues for years, the slightest change to routine can have a massive impact. For many of the inmates it may be the first time they have heard music in years - and possibly the first time they have ever heard opera.

Though he knows he will be punished, Andy believes that seizing a brief opportunity to fill the prison with music - to create a lasting memory and encourage the hearts of his fellow inmates, if only for the briefest of moments - is worth the price.

“

**For the briefest of moments,  
every last man at Shawshank  
felt free.**

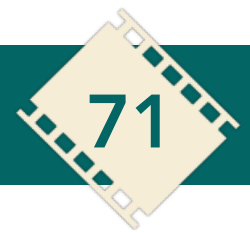
”

Few of us, hopefully, will ever be prison inmates. But these two scenes demonstrate the power of continually looking out for opportunities to lift the mood of those around you. Of finding small ways to encourage the heart and help people approach the day with renewed energy.

IMDB link	Clip length	Time	Availability
<a href="#">The Shawshank Redemption</a> (1994)	3'45	1 07'01 - 1 10'46	DVD, iTunes

[Watch this scene on YouTube](#)

# THE SHAWSHANK REDEMPTION



## About the movie

*The Shawshank Redemption* tells the story of wrongly-convicted banker Andy Dufresne (Tim Robbins) and the friendship he builds with fellow prisoner Ellis 'Red' Redding (Morgan Freeman).

After 19 years, Andy finally makes his escape from the corrupt regime at Shawshank. Shortly afterwards, Red is released on parole after 40 years inside.

In this extended scene, Red is struggling to adapt to life on the outside, but is committed to keeping a promise he once made to his old friend. He travels to the field Andy once told him about and reads the note left there for him under a rock.

## Why it works

Red's belief that he is 'institutionalised', and his struggle to cope with life on the outside, leads him to contemplate suicide. He's so set in the familiar pattern of his life that, when that pattern is broken, he's completely lost.

In this scene, Andy encourages Red in a letter. He reminds him of the vision he once shared with Red, of a new life by the ocean. And he gives him a sense of purpose by telling Red that he "could use a good man to help get his project on wheels."

He also removes any practical barrier to Red taking the next step, providing cash for him to buy his bus ticket and join him in Mexico.

The note closes with a simple message: hope is a good thing, and worth following. As a result, Andy succeeds in encouraging Red to choose life - and hope - as his way forward.

“

**Hope is a good thing, and no good thing ever dies.**

”

IMDB link	Clip length	Time	Availability
<a href="#">The Shawshank Redemption</a> (1994)	7'07	2 10'48 - 2 17'55	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

*Invictus* tells the story of Nelson Mandela's (Morgan Freeman) release from prison and early period as President of South Africa, when he used the 1995 Rugby World Cup to gather support behind the Springbok team as a way of unifying the 'rainbow nation'.

In this early scene, Mandela arrives for his first day at work as President to find many of the current staff packing to leave, in the expectation of being fired or unwelcome in the new administration.

He gathers everyone together to tell them he needs them to stay, providing they commit to giving their best.

## Why it works

As we've seen in other scenes from *Invictus*, Mandela's ethos for building a united South Africa is forgiveness and reconciliation, and we see Mandela role modelling this approach here too.

In the very first minutes of taking up his new role, he makes a point of gathering his staff and telling them that colour, language, history or previous affiliations make no difference to him.

Instead, he draws a firm line under the past, and makes it clear that they're now moving forward as one country, with a clean slate.

He only wants people, he tells them, who are willing to "work to the best of their abilities, and with good heart." And crucially, he promises to work in the same way. "If we can manage that," he tells them, "our country will be a shining light in the world."

“

**We need your help. We want your help.**

”

As well as modelling his principles, Mandela is also encouraging the hearts of his staff: recognising their contribution, value and potential. He removes any obstacles they may feel towards carrying on, and makes it clear they would be doing their country "a great service" if they stayed.

IMDB link	Clip length	Time	Availability
<a href="#">Invictus</a> (2010)	3'24	8'24 - 11'48	DVD, iTunes

[Watch an extended version of this scene on YouTube](#)

## About the movie

It's 1964 in the United States and the civil rights movement is in full swing, with charismatic preacher Dr Martin Luther King (played by David Oyelowo) at its centre. It's also become increasingly violent, a brutal church bombing recently killing four young black girls in Alabama.

Having failed to persuade President Johnson to introduce new legislation to protect black voters, Dr King and his fellow campaigners arrive in the town of Selma to plan further civil rights demonstrations.

When their first demonstration goes wrong and lands them in jail, King expresses his doubts to fellow activist Ralph Abernathy (Colman Domingo).

## Why it works

Everyone suffers from self doubt at some stage, and benefits from someone to help them take stock and redouble their efforts.

Here, Dr King sees clearly the size of the struggle before him: that even if they're successful in gaining equality, the poverty gap between blacks and whites will take much longer to address.

He also becomes painfully aware of the personal cost that the civil rights struggle will exact on him. "They're going to ruin me," he tells his fellow activist Ralph.

But Ralph helps refocus on the next step of the journey. "Eyes on the prize, partner," he tells him. "We'll take it piece by piece: build the path as we can, rock by rock."

And Ralph finds the right words to console him too: not his own words, but those of the Bible. For Baptist minister Dr King, it's the perfect way to strengthen his resolve for the battles ahead.

“

**Eyes on the prize, partner. We'll take it piece by piece: build the path as we can, rock by rock.**

”



IMDB link	Clip length	Time	Availability
<a href="#">Selma</a> (2014)	3'09	35'20 - 38'29	DVD, iTunes

## About the movie

It's 1964 in the United States and the civil rights movement is in full swing, with charismatic preacher Dr Martin Luther King (played by David Oyelowo) at its centre.

Having failed to persuade President Johnson to introduce new legislation to protect black voters, Dr King and his fellow campaigners arrive in the town of Selma to plan further civil rights demonstrations.

When their first demonstration lands King and his fellow activists in jail, King critic Malcolm X (Nigel Thatch) shows up in Selma. It's up to Mrs King (played by Carmen Ejogo) to find out his intentions.

## Why it works

In this short scene, Mrs King freely admits her anxiety to fellow activist Annie Lee Cooper (Oprah Winfrey) as they're walking to meet Malcolm X.

Miss Cooper helps build her confidence by relating her own trick of invoking the spirit of her ancestors. When she is unsure she reminds herself, she says, that she is from a great and noble people. "They are in our bloodstream, pumping our hearts every second," she tells Mrs King.

It's an effective way of building confidence, invoking a sense of pride and belonging, and helping Mrs King see that the courage she needs is already within her, not something to be found from outside.

And the evocative language Miss Cooper uses really brings her point to life. As a result, Mrs King is calm but assertive in her meeting, as she outlines her concerns to Malcolm X.

“

**They are in our bloodstream,  
pumping our hearts every  
second.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Selma</a> (2014)	2'38	38'52 - 41'30	DVD, iTunes

## About the movie

At the start of World War II, mathematicians from across the country are recruited by British Intelligence to work at a top secret base at Bletchley Park. The aim? To crack the formidable Nazi Enigma code, and turn the tide of the war.

Through years of painstaking work and technical innovation, Alan Turing (Benedict Cumberbatch) and his colleagues succeed in breaking the code, saving countless Allied lives as a result. But with the Cold War looming, the Bletchley team are sworn to secrecy on the crucial role they've performed.

After the war, Turing - his role in the war still unknown due to the Official Secrets Act - is convicted of gross indecency. Rather than going to jail, he accepts a course of 'chemical castration' so that he can continue his work. In this scene, he's visited by his former colleague, Joan Clarke (Keira Knightley).

## Why it works

Turing is a mess: unable to do his beloved work effectively because of the effect of the treatment, and close to broken. Even simple crosswords are impossible, and Turing becomes bitter at Joan's seemingly 'normal' life.

But Joan helps him see the impact he has had on people's lives: how not being 'normal' has allowed that to happen. How his differences have allowed him to achieve great things, rather than get in the way of them.

Joan makes Turing's contribution come alive by telling an evocative story about her journey to visit him. She relates how she passed through a city that only existed because of him; bought a ticket from a man who wouldn't be alive without his contribution; worked in a whole field of science that wouldn't have existed if it wasn't for him.

“

**Sometimes it is the people who no one imagines anything of, who do the things that no one can imagine.**

”

She doesn't need to point out what he did: rather, she highlights the impact of what he has done, and how grateful she is.

Finally, she lifts him with a phrase he once spoke to her: "Sometimes it is the people who no one imagines anything of, who do the things that no one can imagine."

IMDB link	Clip length	Time	Availability
<a href="#">The Imitation Game</a> (2014)	5'19	1'38'00 - 1'43'19	DVD, iTunes

[Watch an extended version of this scene on YouTube](#)



## About the movie

It's the start of the Cuban Missile Crisis in October 1962. American spy planes have spotted the build-up of medium range Russian nuclear missiles in Cuba. It's up to President John F Kennedy (Bruce Greenwood), brother Bobby (Steven Culp) and Special Adviser Kenny O'Donnell (Kevin Costner) to navigate a safe conclusion to the crisis.

Following a stormy meeting, Kenny takes an agitated President to one side before he broadcasts his televised address to the nation.

## Why it works

Kenny knows that the President is too agitated to make a convincing public address, and needs to refocus.

So first, he gets the President to take a minute to relax by sitting him down, pouring him a drink and recalling an amusing anecdote from their past.

He then gives him positive encouragement by relating a personal story from when the two of them met, which reveals how much confidence Kenny has in the President.

He also shows a strong concern for the President's personal wellbeing, asking him whether he's sleeping and allowing the President to get some of his worries and concerns off his chest.

The result? The President is calmer, more focused, and able to approach his address with more confidence.

“

**He just kept going on and on about you. I thought it was because he was your brother. I was wrong.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Thirteen Days</a> (2000)	4'15	44'13 - 48'28	DVD

## About the movie

Based on true events, *Coach Carter* tells the story of Ken Carter (Samuel L Jackson) who returns to his troubled school, Richmond High, to take over as head coach of their unsuccessful basketball team.

It's been a tumultuous year where Carter has turned a losing team into a winning one, and helped raise the academic performance and future prospects of all his players at the same time.

But the team is unable to put the final icing on the cake, losing in the final minute of the State Championship.

In this scene, Carter talks to his disillusioned team in the locker room after the game.

## Why it works

Carter reframes what his players see as a defeat on the basketball court into a more powerful victory that they hadn't considered: their personal triumph both as students and as individuals.

He's specific in his recognition, telling them exactly why he is proud of them – for the way they played, despite their final defeat, and for how they've matured as a team. And he makes clear the very personal impact the boys' achievements have had on him personally, and how they've exceeded his expectations.

Part of the power of this speech is also in the way it's constructed. In particular, Carter creates a sense of intrigue by using a puzzle/solution format. "You've achieved something that some people spend their whole lives trying to find," Carter tells them - before revealing what that 'something' is.

“

**What you have achieved is that ever-elusive victory within.**

”

He goes on to pose another mystery - how he had a plan when he came to teach basketball, and that plan failed. Carter then reveals the positive nature of that 'failure': basketball players who have become students, and boys who have turned into men.

Above all, it's a speech that comes from the heart.

IMDB link	Clip length	Time	Availability
<a href="#">Coach Carter</a> (2004)	2'22	2 02'31 - 2 04'53	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

Ambitious classical composer Glenn Holland (Richard Dreyfuss) turns to High School music teaching as a way to make ends meet and, he hopes, to give him more time for composing.

Over time, he finds his real gift lies in inspiring others to love music.

In this early scene, Holland prevents a committed student, Gertrude (Alicia Witt), from giving up the clarinet by helping her connect with the music itself, rather than the notes on the page.

## Why it works

Gertrude is a determined student, practising hours every day, desperate to find something she can be good at in her family of high achievers. But the pressure she's putting herself under makes her playing tense and mistake-ridden. As a result, she's not enjoying the experience and instead feels a debilitating sense of failure.

Mr Holland tries a completely different approach. He asks what Gertrude likes most about herself. When she tells him it's her beautiful red hair, because it reminds her of the sunset, Holland tells her to 'play the sunset'.

He's encouraging the heart by getting Gertrude to focus on the positives about herself, to relax and think of beautiful things. This helps her soften her playing and feel the music rather than mechanically playing the notes on the page.

“

**Play the sunset.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Mr Holland's Opus</a> (1995)	4'22	29'12 - 33'34	DVD, iTunes

[Watch this scene on YouTube](#)

## About the movie

Ambitious classical composer Glenn Holland (Richard Dreyfuss) turns to High School music teaching as a way to make ends meet and, he hopes, to give him more time for composing.

As the years and decades go by, Holland stays at the school, becoming a dedicated, skilled and much-loved teacher while trying, unsuccessfully, to compose his symphony in his spare time.

In this climactic scene, former student Gertrude Lang (now played by Joanna Gleason) - a successful politician - returns to the school to deliver a stirring tribute to Mr Holland at his retirement event.

## Why it works

Gertrude opens her address by relating to her audience the profound impact Mr Holland has had on her life.

She then explores Mr Holland's feelings more deeply - her belief that he feels his life has been 'misspent' and unfulfilled, and that a teaching career has prevented him from fulfilling his ambitions as a composer.

But by reframing that viewpoint, she helps him see the true value of all he has accomplished - "a success, far beyond riches and fame" - of touching the lives of all those around him, and making them better people as a result.

She finishes with a delightful and appropriate analogy: "We are your symphony, Mr Holland. We are the melodies and notes of your opus. And we are the music of your life."

“

**We are your symphony, Mr Holland.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Mr Holland's Opus</a> (1995)	1'35	2 04' 31 - 2 06' 06	DVD, iTunes

[Watch an extended version of this scene on YouTube](#)

## About the movie

Hardened boxing trainer Frankie Dunn (Clint Eastwood) is persuaded to train feisty fighter Maggie Fitzgerald (Hilary Swank) against his better judgement.

Over 18 months he succeeds in guiding her to a world title fight, before a tragic accident in the ring leaves her paralysed from the neck down and wishing to end her own life.

In this scene Frankie's best friend, Eddie Dupris (Morgan Freeman), helps a devastated Frankie see the transformational impact he's had on her life.

## Why it works

Encouraging the heart can often mean picking someone up when they're at their most discouraged, helping them to see adversity from a different perspective, and giving them the strength to continue - however hard it might be.

In this scene Frankie is a broken man, feeling wholly responsible for Maggie's tragic accident. But Eddie helps him to reframe that view: to look not at the accident, but at the huge difference he's made to her life.

"People die every day, Frankie - mopping floors, washing dishes - and do you know what their last thought is? I never got my shot. Because of you, Maggie got her shot," Eddie tells him.

And knowing that Frankie needs the strength to carry out Maggie's final wish, Eddie tells him: "If she dies today, do you know what her last thought will be? 'I think I did alright.'" It helps steel Frankie with the courage he needs.

“

**If she dies today, do you know what her last thought will be? 'I think I did alright.'**

”

IMDB link	Clip length	Time	Availability
<a href="#">Million Dollar Baby</a> (2004)	2'00	1 54'43 - 1 56'43	DVD

## About the movie

In *Made in Dagenham*, feisty mother-of-two Rita O'Grady (Sally Hawkins) is encouraged by local union shop steward Albert (Bob Hoskins) to fight for the cause of equal pay at the Ford Dagenham plant in the late 1960s.

Rita leads her female colleagues out on a protracted strike but, as opposition mounts from her husband and male colleagues, and her fellow strikers' resolve begins to falter, she begins to lose heart.

In this scene, she receives a visit from Lisa Hopkins (Rosamund Pike), wife of the Dagenham plant's general manager.

## Why it works

Part of the power of this scene is the fact that Lisa summons the courage to go and see Rita at all. They come from very different backgrounds, and Lisa clearly struggles to say what she wants to Rita - and almost leaves without doing so.

But in the end, she gets the words out. She opens up and tells Rita a little about herself, including the brave revelation that - despite her impressive education - her husband treats her like a fool because she's a woman.

At university, she tells Rita, she "loved reading about all these extraordinary people making history. And I wondered what it felt like. So let me know, will you, when you finish doing it?"

With this heartfelt tribute and exhortation not to give up, Rita understands how the women's fight for equal pay is inspiring others on a much wider scale than she realised.

“

**Don't give up.**

”

Coming from such an unlikely source, Lisa's encouragement and pride in what Rita is accomplishing gives her the strength and resolve to continue the battle just when she needs it most.

IMDB link	Clip length	Time	Availability
<a href="#">Made in Dagenham</a> (2010)	2'48	1'15 25 - 1'18 13	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

In Poland during World War II, German businessman Oskar Schindler (Liam Neeson) gradually becomes concerned for the fate of his Jewish workers after witnessing their persecution by the Nazis.

Through his collaboration with Itzhak Stern (Ben Kingsley), his skill in building relationships with Nazi officials, and no little personal bravery, Schindler is able to use his factory as a safe haven for Jewish workers.

As the war nears its end, Schindler has succeeded in saving 1100 Jews from the concentration camps. But despite this, his status as a Nazi profiteer makes him a target for the approaching Russian Army. In this scene, he prepares to flee.

## Why it works

Schindler's factory workers help him see the incredible difference he has made to their lives, presenting him with a letter signed by every worker, and a ring bearing the Hebrew inscription: 'whoever saves one life, saves the world entire'.

But, as Schindler says his goodbyes to his assembled workers, he's racked by guilt at all the money he's wasted, which he could have used to save more people. He's focused on what he *didn't* manage to accomplish, rather than what he *did*.

Stern helps him focus on what he *has* accomplished: the 1100 people gathered who are only alive because of him, and the generations that will survive because of his efforts.

It's a movingly eloquent tribute to the life-saving impact he has had.

“

**Whoever saves one life, saves the world entire.**

”

IMDB link	Clip length	Time	Availability
<a href="#">Schindler's List</a> (1993)	4'35	2'56 25 - 3'01 00	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

In *Freedom Writers*, naive but enthusiastic schoolteacher Erin Gruwell (Hilary Swank) slowly starts to make a difference to the lives of her underprivileged students at the newly integrated Woodrow Wilson High School.

When the school refuses to purchase new books for her class, Erin takes extra jobs so she can buy books that will interest them. One book, *The Diary of Anne Frank*, inspires her students to raise money to fund a school visit from Miep Gies (Pat Carroll), the Austrian secretary who risked her life to help shelter the Franks in Amsterdam during World War II.

In this scene, Miep talks to the students about her experiences.

## Why it works

Miep's story is deeply inspiring because it is a perfect allegory for the challenge we all face at some stage: to choose to do the right thing, regardless of the personal impact.

When one of the students tells her that Miep is his hero, she gently dismisses the notion. "I did what I had to do because it was the right thing to do," she tells him.

She then goes on to encourage the heart of all the students. Miep makes light of her bravery, and this empowers the students to think that they, too, can make brave choices.

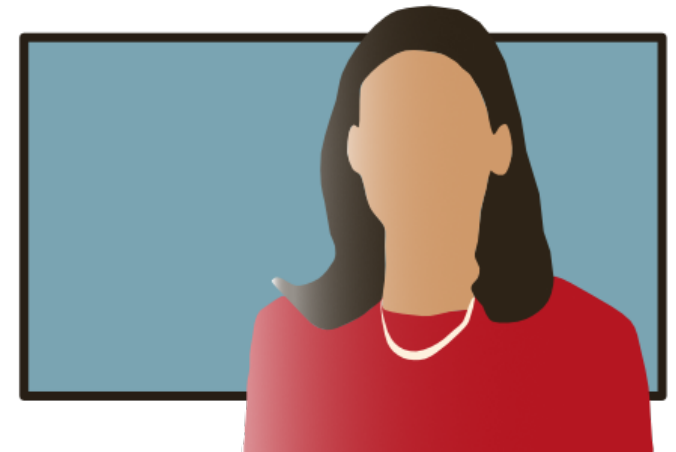
"We are all ordinary people," she declares. "But even an ordinary secretary, or a housewife, or a teenager can, within their own small ways, turn on a small light in a dark room."

"You are the heroes," she tells them. "You are the heroes every day."

“

**You are the heroes. You are the heroes every day.**

”



IMDB link	Clip length	Time	Availability
<a href="#">Freedom Writers</a> (2007)	3'30	1'21 51 - 1'25 21	DVD, iTunes

[Watch this scene on YouTube](#)



## About the movie

In *Moneyball*, Oakland Athletics General Manager Billy Beane (Brad Pitt) is desperate to find a way for his poorly-funded team to compete with its wealthier rivals. He finds it in the methods of callow Yale economist Peter Brand (Jonah Hill), whose innovative approach to player recruitment is based on the statistical measurement of each player's value.

As a result of their new approach, Billy and his team embark on an unprecedented winning streak of 20 games, but fail at the final hurdle in the play-offs. Billy's success, however, leads to a hugely lucrative job offer from the Boston Red Sox.

In this scene, Billy tells Peter about the offer, but is inconsolable in his profound disappointment at losing. In response, Peter encourages him to take a more positive view of the season by showing him a video clip of a recent game.

## Why it works

First, Peter overcomes Billy's reluctance to even go to the video room, and won't take no for an answer.

He then shows Billy a clip of an overweight player from another team who hits the ball and then desperately tries to get round to second base, diving in the process.

Peter sets up the scenario perfectly with Billy before pausing the tape and revealing the punchline: "Jeremy's about to realise that the ball went sixty feet over the fence," Peter says. "He hit a home run and didn't even realise it."

It's a perfect metaphor for Billy himself. He's proved the success of a new philosophy, broken the all-time record for consecutive wins, despite a paltry budget, and possibly changed the face of baseball for ever. But he doesn't realise the significance of what he's achieved.

“

**He hit a home run and he didn't even realise it.**

”

This is a powerful example of encouraging the heart by helping someone to look at their achievement in a different way. And its success lies in the delivery: Peter's example allows Billy to discover the message that lies within it for himself.

IMDB link	Clip length	Time	Availability
<a href="#">Moneyball</a> (2011)	4'49	1'54 07 - 1'58 56	DVD, iTunes

[Watch part of this scene on YouTube](#)

## About the movie

When reporters in the Boston Globe's Spotlight team start investigating local instances of child abuse involving priests, they gradually uncover the horrifying extent of the scandal and the efforts of the Catholic Church to cover it up.

In this scene near the end of the movie the team makes final preparations to print the story.

But with the story about to break, Spotlight team leader Walter 'Robby' Robinson (Michael Keaton) is consumed by guilt at having missed the first signs of the story a number of years ago - potentially missing out on the opportunity to save dozens of children from abuse.

## Why it works

In an emotional and accusatory atmosphere, it's down to Globe editor Marty Baron (Liev Schreiber) to bring back some perspective to what the Spotlight team has accomplished.

Without wasting any words, he reminds the team how difficult investigative journalism is, and how easy their job would be with the benefit of hindsight.

He then goes on to give solid praise for what they've achieved on the story. "All of you have done some very good reporting here: reporting which I believe is going to have an immediate and considerable impact on our readers. For me, this kind of story is why we do this."

And with the recognition delivered, he's also quick to refocus the team on the work ahead of them.

“

**Sometimes it's easy to forget that we spend most of our time stumbling around in the dark.**

”

Marty also demonstrates how an introvert's temperament can add value within a team environment, especially at times of high emotion.

His understated, reflective appraisal of the situation restores balance, brings down the emotional level, and calmly refocuses the team on the task ahead.

IMDB link	Clip length	Time	Availability
<a href="#">Spotlight</a> (2015)	3'16	1'51'26 - 1'54'50	DVD, iTunes

# USING MOVIE CLIPS IN PRESENTATIONS

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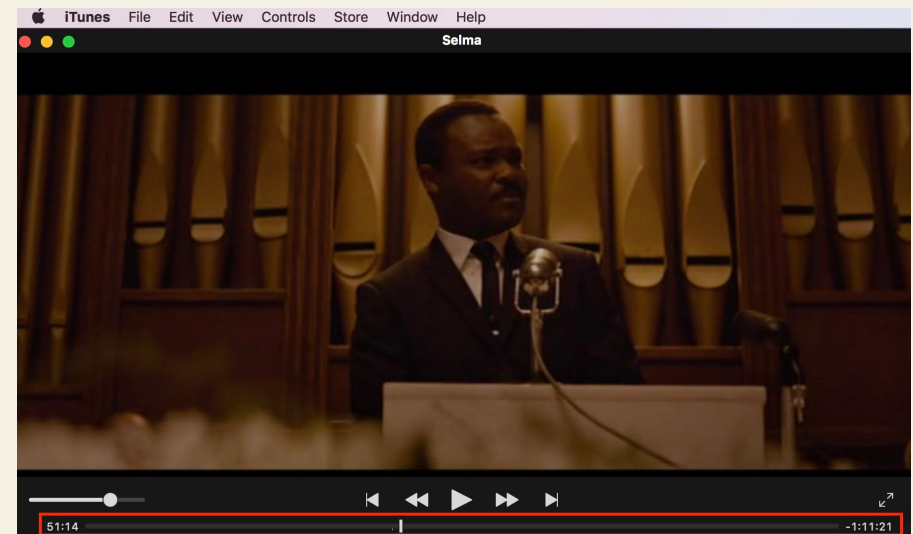
Now that you've got a great selection of movie scenes to illustrate different aspects of leadership, how do you get them into your presentations and training sessions?

There are a number of ways to do this. The right one for you will depend on the technology you have available and your level of expertise. Here are some options to consider.

## Use iTunes

One of the best options is to buy or rent the relevant movie from iTunes, cue it up to the right scene, and then switch to iTunes to play it when you're ready.

After you download your movie, use the timeline bar directly under the play button (as shown in the red box opposite) to find the start point for your clip. You can drag it easily to the start of the scene so that it's ready to go.



# USING MOVIE CLIPS IN PRESENTATIONS

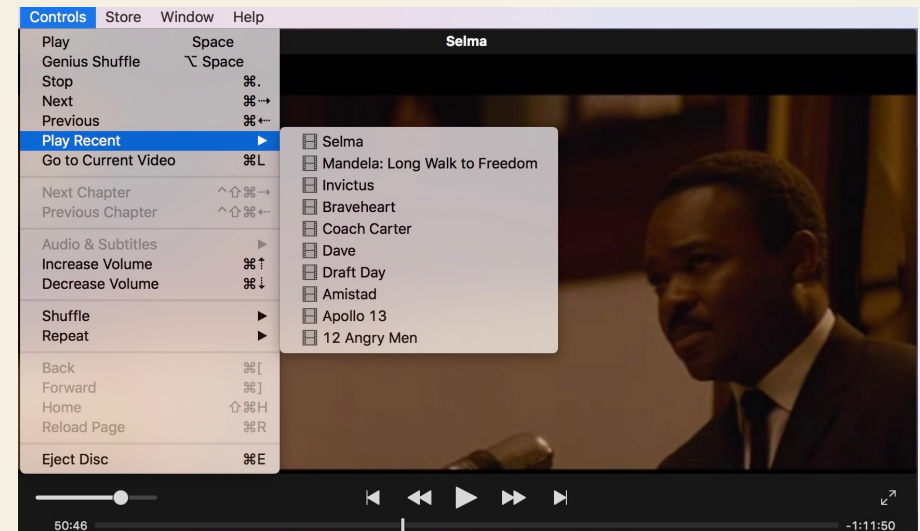
Let's say you want to use clips from four different movies as part of your session. Just go to each movie in advance and find the start of each clip you want. Then leave the movie 'cued up' at that point.

You can then quickly find each clip by selecting the 'Play Recent' command. This is accessible via the Controls menu (see opposite), or by right clicking on a PC (control clicking on a Mac) on the iTunes icon.

It's easiest to have only your presentation and iTunes open on your desktop, then you can quickly switch between them by pressing alt-tab on a PC (cmd-tab on a Mac).

Using iTunes works well, is easy to do, and means you don't have to be online or attempt to edit the movie. If you don't want to purchase a movie, you can now rent a huge number of movies, usually for a 48-hour period.

Other online entertainment providers, such as Amazon, offer a similar service.



# USING MOVIE CLIPS IN PRESENTATIONS

## Link to movie clips online

A number of the scenes listed in this book - or parts of them - are available online at [youtube.com](https://www.youtube.com). If you're confident of your internet connection, you could simply embed the clip into your presentation - or alternatively, switch to your web browser and play it from there.

Embedding online movie clips can work fine but online content changes frequently, so you should check the clip is still available just before your session.

Remember that many are prefaced by advertisements, so cue your clip up in advance after the advertisement, and close any pop-up ads. With YouTube, video quality can sometimes be an issue, though there are now many high definition movie clips available.

Embedding a movie clip into your presentation is usually fairly straightforward, but precise instructions are different for every version of Powerpoint (or Keynote). If you're unsure on how best to proceed, try searching for an explanatory video on YouTube for your software version.

## Create a discrete movie file clip and insert it into a presentation

It's technically possible to 'rip' a DVD to create a personal digital backup copy, which would then allow you to use movie editing software to produce a separate file of your clip which you can insert into PowerPoint or Keynote quickly and simply. However, the legality of this varies from country to country, as shown in this [Wikipedia entry](#).

In the UK, for example, copyright law allows you to make personal digital copies of CDs and DVDs. However, it doesn't allow you to break the copy protection either on film downloads or DVDs. Breaking copy protection is illegal in most countries and effectively prevents you from legally creating a discrete movie clip on the vast majority of content.

# USING MOVIE CLIPS IN PRESENTATIONS

You can find software solutions on the web which allow you to 'rip' DVDs to your computer - such as the free open source software [Handbrake](#), or [MacX DVD Ripper Pro](#). Please check the legal status of ripping DVDs in your country before making your decision.

## Use DVDs

It may seem old-fashioned in this digital age but if you already have the DVD of a film and a DVD player or drive on your laptop then you could use this option. DVDs are usually cheaper than movies purchased in online video stores, can be bought second-hand at very low cost, and you'll have the widest selection of movies available.

If you're using a laptop, cue up the clip in advance in your DVD player application, then switch to it when you're ready to play the clip. Using a DVD will work well when playing just one clip in a session, but becomes unwieldy if you're playing multiple clips from different movies, unless you have an audio-visual team to support you by lining up different clips as you go along.

# LICENSING CONSIDERATIONS

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In most cases, the public performance of movies is subject to licensing restrictions.

However, many countries have an educational licensing exemption which states that films may be shown without a licence at non-profit academic institutions for the purposes of instruction only.

If you don't work at an academic institution and you want to ensure you're staying within the law when showing movie clips, it's fairly simple to get a licence.

The [Motion Picture Licensing Corporation \(MPLC\)](#) is a licensing organisation which issues umbrella licences to companies, venues or individuals who wish to show movie clips legally.

According to the MPLC, 450,000 organisations worldwide already have umbrella licences in place which cover the legal showing of movie clips in their establishment, so your organisation may already have a licence in place which covers you.

If not, you can ring them for advice or fill out the simple query form on their website for a quote. In my experience in the UK, prices are reasonable and the service has been very responsive. The only downside is that while the umbrella licence covers over 400 movie studios and production companies, you may find one or two that are not covered.

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