

# Leadership in Cinema



Wildland Fire Leadership Development Program

## BAND OF BROTHERS PART THREE: CARENTAN

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Studio: HBO Pictures.....Released: 2001

Genre: War/Drama .....Audience Rating: R

Runtime: 00:62 minutes

### Materials

VCR or DVD (preferred) television or projection system, Wildland Fire Leadership Values and Principles handouts (single-sided), notepads, writing utensils.

### Intent of Leadership in Cinema

The Leadership in Cinema program is intended to provide a selection of films that will support continuing education efforts within the wildland fire service. Films not only entertain but also provide a medium to teach leadership at all levels in the leadership development process—self or team development. The program is tailored after *Reel Leadership: Hollywood Takes the Leadership Challenge*. Teaching ideas are presented that work with “students of leadership in any setting.” Using the template provided by Graham, Sincoff, Baker, and Ackerman, facilitators can adapt lesson plans to correlate with the Wildland Fire Leadership Values and Principles. Other references are provided which can be used to supplement the authors’ template. (Taken from the [Leadership in Cinema website](#).)

### Lesson Plan Objective

Students will identify Wildland Fire Leadership Values and Principles illustrated within Band of Brothers and discuss leadership lessons learned with group members or mentors.

## Basic Movie Plot

Starting with their rigorous boot camp training in Georgia in 1942, the miniseries recounts the remarkable achievements of this volunteer rifle company, which parachuted into France early on D-Day morning 1944; spearheaded the Market-Garden and Rhine offensives; engaged the Nazis in Bastogne and the Bulge; and captured Hitler’s “impenetrable” Eagle’s Nest at Berchtesgaden in 1945. (Taken from the [HBO official website](#))

This Emmy-winning miniseries etched an unforgettably vivid portrait of WWII, as experienced by an Army unit serving in Europe, which parachuted into Normandy on D-Day and fought for the remainder of the war. Band of Brothers gives the history and tells the story of Easy Company, 506th Regiment of the 101st Airborne Division, US Army. Drawn from the interviews with survivors of Easy Company, as well as soldiers’ journal and letters, Band of Brothers chronicles the experiences of these young men who knew extraordinary bravery and extraordinary fear. (Taken from the [History Channel](#))

## Band of Brothers – Part Three: Carentan Summary

Easy Company's next objective is to take the town of Carentan where they engage in street to street fighting with a doggedly determined enemy. The fighting is hard and there are many casualties. Having pushed the Germans out, Easy Company now has to hold the position and soon face a counter-attack from German forces, including artillery and tanks. For Pvt. Albert Blythe, the pressure and stress pushes him to the breaking point. He even suffers from hysterical blindness but soon recovers with a few words of encouragement from Winters. After 36 days in battle, Easy Company is finally relieved and get to return to their base in England. ((Taken from the [Internet Movie Database website](#))

## Cast of Main Characters

Capt. Winters/Richard D. Winters.....	Damian Lewis
1st Sgt. Lipton/Carwood Lipton.....	Donnie Wahlberg
Pvt. Blithe/Albert Blithe .....	Marc Warren
SSgt. Talbert/Floyd M. “Tab” Talbert .....	Matthew Leitch
Lt. Nixon/Lewis Nixon .....	Ron Livingston
Pvt. Malarkey/Donald G. Malarkey .....	Scott Grimes
1st Lt. Compton/Lynn “Buck” Compton .....	Neal McDonough
Cpl. Liebgott/Joseph D. Liebgott.....	Ross McCall
Lt. Heyliger/Frederick T. “Moose” Heyliger .....	Stephen McCole
SSgt William “Wild Bill” J Guarnere .....	Frank John Hughes

(Photographs of main characters at the end of the list)

## Facilitation Options

Band of Brothers is an excellent leadership film addressing multiple facets of the wildland fire leadership values and principles. Various avenues can be pursued depending upon the facilitator's intent. At a minimum, students can identify the Wildland Fire Leadership Values and Principles that are illustrated in the film. Students should be less concerned with how many principles they view within the film and more concerned with how the principles they do recognize can be used in their self-development as a leader. The film can be viewed in its entirety or by clip selection depending on facilitator intent and time schedules. Another method is to have the students view the film, and then hold the discussion session with the entire group.

### Full-film Facilitation Suggestion

When opting for the full-film method, the facilitator should follow the outline below:

- Facilitator will go over a basic plot of the movie and cover the objective.
- Review the Wildland Fire Leadership Values and Principles with students (Hand out sheets)
- Advise students to document instances within the film that illustrate/violate the Wildland Fire Leadership Values and Principles on the handout provided.
- Show students Band of Brothers – Part Three: Carentan.
- Break. After showing the movie, provide at least 15 minutes for a break, and also give time for the students to discuss their finding and reflect on how this movie applies to their jobs and private lives.
- Have students discuss their findings and how they will apply leadership lessons learned to their leadership role in wildland fire suppression. The facilitator can reference the specific clips (see clip facilitation section) to encourage further discussion or help clarify points of interest.
- Wrap up the session and encourage students to apply leadership lessons learned in their personal and work lives, as well as take the opportunity to initiate or update their leadership self-development plan. Also, consider mentioning to the students about acquiring a mentor and relate this to the self-development plan.

### Clip Facilitation Suggestion

When opting for the clip method, the facilitator should follow the outline below:

- Break into smaller groups. (Optional) But consider breaking up into three groups, one for each of the values (example).
- Review the Wildland Fire Leadership Value or Principle(s) targeted for discussion. Hand out the sheets, and briefly go over each one, duty, respect and integrity.

## Facilitator Reference

- Facilitator will go over a basic plot of the movie and cover the objective.
- Facilitator will briefly describe the clip and guide the discussion of the clip to the specific principle that is discussed. Make sure to get plenty of feedback from the students before revealing the answer. (Spend approximately 5 minutes per clip).
- Have students discuss their findings and how they will apply leadership lessons learned to their leadership role in wildland fire suppression. The facilitator can reference the specific clips (see clip facilitation section) to encourage further discussion or help clarify points of interest.
- Wrap up the session and encourage students to apply leadership lessons learned in their personal and work lives, as well as take the opportunity to initiate or update their leadership self-development plan. Also, consider mentioning to the students about acquiring a mentor and relate this to the self-development plan.

## Specific Clip Usage for Band of Brothers – Part Three: Carentan

**Facilitator Hint:** Ensure familiarity with each individual clip in order to guide the groups.

- The following clips may assist facilitators with leadership discussions. All times are approximate. (Start time/Stop time.)

## Duty

**Discussion Point One** (09:30/9:46): While marching to their new assignment, Easy Company loses contact with F Company. This is a good example of F Company not doing their duty of ensuring that contact is maintained with Easy Company.

**Discussion Point Two** (13:20/13:55): Winters commands folks to get out of ditches and keep moving forward into the city. He reminds everyone of their duty to each other.

**Discussion Point Three** (17:14/18:19): Sgt. Lipton ensures men are moving out of the streets after German artillery begins raining down. He risks exposing himself to injury when they are taking artillery. Lipton takes command to start moving and get out of streets.

**Discussion Point Four** (41:36/43:00): In the face of the German tanks, other companies retreat. Easy Company holds their position and continues to hold until reinforcements arrive.

## Respect

**Discussion Point One** (23:50/25:50): Winters looks out for well-being of his people. He talks with Blithe at the aid station. Winters display of interest and concern seems to snap Blithe out of depression and “blindness.”

**Discussion Point Two** (42:05/42:50): Blithe cowers in his foxhole. Winters commands him to stand up and return fire. Winters does not berate Blithe for his fear; he encourages him to keep firing.

**Discussion Point Three** (58:30): Private with three purple hearts gives up one to Sgt. Talbert (who was mistakenly bayoneted by Pvt. Smith earlier in the episode). Other members of Easy Company make a joke out of Pvt. Smith's error rather than belittling him.

## Integrity

**Discussion Point One** (22:30/23:00): Even after injury, Lt. Winters takes action to get the company assembled while getting bullet fragments removed from his leg.

**Discussion Point Two** (29:25/30:00): Perconte complains, "How far are we going?" Luz replies, "Until they tell us to stop." This is a good example of peer-to-peer integrity.

**Discussion Point Three** (50:43): The decision is made to find out what is in the house. Blithe shows that he has overcome some of his fear by volunteering to lead the scouting mission.

## Film/Book Discussion

Consider having a few students read Stephen E. Ambrose, *Band of Brothers: E Company, 506th Regiment, 101st Airborne from Normandy to Hitler's Eagle's Nest* (New York, 1992). Lead a discussion between students who have read the book and those who watched the film. Compare and contrast the book and the movie.

## References

- [Band of Brothers website](#)
- The Avalon Project: [World War II documents](#)
- National Archives: [Powers of Persuasion – Poster Art of World War II](#)

### **Resources – Books**

- Ambrose, Stephen E. *Band of Brothers: E Company, 506th Regiment, 101st Airborne from Normandy to Hitler's Eagle's Nest*. New York. 1992.
- Kennedy, David. *Freedom from Fear: The American People in Depression and War, 1929-1945*. 1999.

Hyperlinks have been included to facilitate the use of the Wildland Fire Leadership Development Program website. Encourage students of leadership to visit the [website \(https://www.fireleadership.gov/\)](https://www.fireleadership.gov/).

## Band of Brothers – Part Three: Carentan

### Facilitator Reference

Below is a short list of examples from the movie that coincide with the Wildland Fire Leadership Values and Principles. Discuss leadership lessons learned from the film with the class and have the class discuss these within their groups. Have the group document film clips illustrating the Wildland Fire Leadership Values and Principles.

### Duty

1. Be proficient in your job, both technically and as a leader.
2. Make sound and timely decisions.
3. Ensure that tasks are understood, supervised and accomplished.
4. Develop your subordinates for the future.
  - Winters and Lipton both show that they are capable of quick decisions in a crisis. Two examples: Winters gets his men out of the ditches and moving into Carentan, and Lipton quickly orders men off the streets when artillery fire falls in. (What other examples of timely decision making appear in this episode?)
  - Winters and his men continuously show concern for Blithe's condition in this episode, checking up on him. (Is this more an example of developing him personally, or developing him for the good of the company? Or both?)

### Respect

1. Know your subordinates and look out for their well-being.
2. Keep your subordinates informed.
3. Build the team.
4. Employ your subordinates in accordance with their capabilities.
  - Winters checks up on Blithe after he loses his eyesight. Winters seems to tune in that something else may be bothering Blithe. (How are these demonstrations of knowing his subordinates?)
  - Talbert is ineligible for a Purple Heart because he was bayoneted by a fellow soldier. He is given one by a soldier who has three. (How do you think this gesture may have helped build camaraderie in Easy Company?)

### Integrity

1. Know yourself and seek improvement.

## Facilitator Reference

2. Seek responsibility and accept responsibility for your actions.
3. Set the example.
  - Winters consistently leads by example, leading the attack on Carentan and motivating his men to hold their positions under difficult odds. (How do you think this style affects the performance of his men?)
  - Lipton shows concern for his subordinates, by getting the men off the streets when German artillery hits Carentan. (Do you think his attitude is a reflection of the example Winters has set?)
  - Blithe volunteers to lead the scouting mission of the abandoned house, when no one else will. (Although the outcome is tragic, he shows that he is finally seeking responsibility and improvement. Do you believe he would have led the mission without the strong leadership examples of Winters or Lipton?)

## Questions To Generate Further Discussion

Excerpt from: “Leaders We Would Like to Meet” Interviews

1. What makes you want to follow someone?
2. What kind of leader do you think you are? What do you think others would say?
3. If you were to pick three of the most important character traits for an effective leader, what would those be?
4. Are leaders born or made?
5. Who are some of the individuals that had a significant influence on your life? Currently, who do you think is leadership role model and why?
6. If you are not currently in fire, how do you think this movie could be applied to your job?
7. What are some of the toughest decisions or dilemmas you have faced? What helped to guide you through those situations?
8. Why do you think people follow you?
9. How do some of the events in Band of Brothers apply specifically to your job, to your personal life?
10. Which character in Band of Brothers do you think is most like you?
11. How do you go about initiating a new idea in order to put it into practice?
12. Regarding leadership, what quotes come to mind?
  - “Before honor comes humility.” Proverbs
  - “Lead me, follow me, or get out of my way.” General George Patton
  - “Leadership is not only doing the right thing, but it is doing the right thing at the right time.” Life Application Bible
  - “Leaders are not born, they are made. They are made by hard effort, which is a price all of us must pay to achieve any goal that is worthwhile.” Vince Lombardi
  - “Only one man in a thousand is a leader of men, the other 999 follow women.” Groucho Marx

## **Band of Brothers – Part Three: Carentan**

Document film clips illustrating the Wildland Fire Leadership Values and Principles and discuss leadership lessons learned from the film with the class.

### **Duty**

1. Be proficient in your job, both technically and as a leader.
2. Make sound and timely decisions.
3. Ensure that tasks are understood, supervised and accomplished.
4. Develop your subordinates for the future.

### **Respect**

1. Know your subordinates and look out for their well-being.
2. Keep your subordinates informed.
3. Build the team.
4. Employ your subordinates in accordance with their capabilities.

### **Integrity**

1. Know yourself and seek improvement.
2. Seek responsibility and accept responsibility for your actions.
3. Set the example.

**Be proficient in your job, both technically & as a leader.**

- Take charge when in charge.
- Adhere to professional standard operating procedures.
- Develop a plan to accomplish given objectives.

**Make sound & timely decisions.**

- Maintain situation awareness in order to anticipate needed actions.
- Develop contingencies & consider consequences.
- Improvise within the commander's intent to handle a rapidly changing environment.

**Ensure that tasks are understood, supervised, accomplished.**

- Issue clear instructions.
- Observe & assess actions in progress without micro-managing.
- Use positive feedback to modify duties, tasks & assignments when appropriate.

**Develop your subordinates for the future.**

- Clearly state expectations.
- Delegate tasks that you are not required to do personally.
- Consider individual skill levels & developmental needs when assigning tasks.

**Know your subordinates and look out for their well-being.**

- Put the safety of your subordinates above all other objectives.
- Take care of your subordinate's needs.
- Resolve conflicts between individuals on the team.

**Keep your subordinates informed.**

- Provide accurate & timely briefings.
- Give the reason (intent) for assignments & tasks.
- Make yourself available to answer questions at appropriate times.

**Build the team.**

- Conduct frequent debriefings with the team to identify lessons learned.
- Recognize accomplishments & reward them appropriately.
- Apply disciplinary measures equally.

**Employ your subordinates in accordance with their capabilities.**

- Observe human behavior as well as fire behavior.
- Provide early warning to subordinates of tasks they will be responsible for.
- Consider team experience, fatigue & physical limitations when accepting assignments.

**Know yourself and seek improvement.**

- Know the strengths/weaknesses in your character & skill level.
- Ask questions of peers & supervisors.
- Actively listen to feedback from subordinates.

**Seek responsibility and accept responsibility for your actions.**

- Accept full responsibility for & correct poor team performance.
- Credit subordinates for good performance.
- Keep your superiors informed of your actions.

**Set the example.**

- Share the hazards & hardships with your subordinates.
- Don't show discouragement when facing setbacks.
- Choose the difficult right over the easy wrong.

**DUTY**

**RESPECT**

**INTEGRITY**



## Leadership Self Development Plan

For Wildland Firefighters...a Lifetime of Learning

**Next level of leadership:**

**Directed reading (Professional Reading Program) and other self-study:**

**Training (Next wildland fire L- and S-courses):**

**Details (Temporary assignments with new or increased responsibility):**

**Mentor (Identifying and asking a role model to provide guidance):**

**Outside Activities (Associations, volunteer programs, higher education, etc.)**

**Employee:** \_\_\_\_\_ **Date:** \_\_\_\_\_

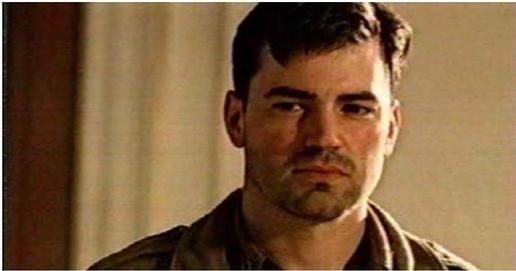
**Supervisor:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## Main Character List

### *Band of Brothers – Part Three: Carentan*



First Sergeant Lipton: When Germans begin shelling Carentan, he risks his life to direct men off the streets. He receives several minor injuries in the process.



Captain Nixon: Minor role in this episode.



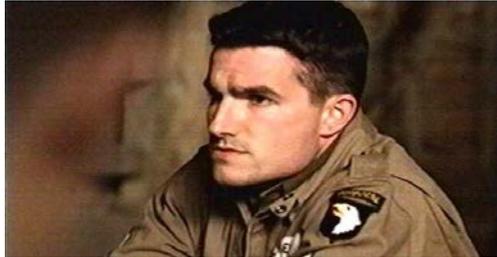
Lt. Compton: Minor role in this episode.



Pvt. Blithe: First appearance in this series. He repeatedly deals with crippling anxiety throughout this episode.



Captain Winters: Frequently demonstrates leadership by motivating his men to fight. In particular, Private Blithe.



Pvt. Guarneri: Minor role in this episode.



Pvt. Mularkey: Realizes it is a small world and finds out one of the enemy soldiers grew up not far from him.



SSgt. Talbert: Gets bayoneted by Private Smith, who mistakes him for a German soldier.