

Leadership in Cinema



Wildland Fire Leadership Development Program

BAND OF BROTHERS PART FIVE: CROSSROADS

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Studio: HBO Pictures..... Released: 2001
Genre: War/Drama Audience Rating: R
Runtime: 00:55:36 min

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 Five: Crossroads Summary

Captain Winters leads Easy Company in an attack on what they thought was a machine gun nest but turns out to be two Companies of German SS who also have artillery support. The attack is successful in that they virtually wipe out the enemy, but they do suffer many casualties. As a result, Winters soon finds himself promoted as the 2nd Battalion's Executive Officer and while he has concern about leaving Easy Company, he knows they are in good hands with Lt. Moose Heyliger. In the aftermath of the disastrous Operation Market Garden, Easy Company is assigned to assist a large group of British paras who are trapped behind enemy lines. Later, with Christmas approaching, the men suddenly find all passes canceled and they are quickly moved to Bastogne to help defend the city from the German offensive. Easy Company now races in to hold the line, though ill-equipped for the bitterly cold weather and the entrenched battle ahead. The company is now led by Lt. Norman Dike, for whom the men have little respect. (Taken from [Internet Movie Database](#))

Cast of Main Characters

Capt. Winters/Richard D. Winters.....	Damian Lewis
1st Sgt. Lipton/Carwood Lipton.....	Donnie Wahlberg
Lt. Dike/Norman S. Dike	Peter O’Meara
SSgt. Talbert/Floyd M. “Tab” Talbert	Matthew Leitch
Lt. Nixon/Lewis Nixon	Ron Livingston
Pvt. Alley/James “Mo” Alley, Jr.	George Calil
SSgt William “Wild Bill” J Guarnere	Frank John Hughes
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
Pvt. Webster/David Kenyon Webster	Eion Bailey

(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 Five: Crossroads.
- 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 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 Five: Crossroads

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 (10:16/11:41): Winters leading a squad at the ditch chooses to hold men back while he scouts the area and gains some situational awareness. The discussion point here is that Winters is proficient in his job and conveys that during his briefing and decision making.

Discussion Point Two (12:56/14:15): Winters gives each of his men a specific German soldier to shoot. The discussion point here is to make sound and timely decisions.

Discussion Point Three (44:00/45:00): Lt. Dike was not properly preparing his troops for the upcoming battle, being unprepared for cold weather fighting, needing supplies like gear, ammo and rations. The discussion point here is that Winters is everything Dike is not. Dike should have practiced the principles of duty by preparing himself and his subordinates beforehand.

Discussion Point Four (26:00/28:32): Due to his promotion to Battalion Executive Officer, Winters becomes worried about who is going to lead EZ Company. This is an example of if you do not work on developing your subordinates for the future, you may not have many seasoned leaders to fill in the gaps when people transfer or are promoted.

Respect

Discussion Point One (21:30/21:55): Winters knows every man under his command by name. During this clip, Winters recounts how a man under his command goes down on the bank (Boil). Discuss how these relate to knowing your subordinates and looking out for their well-being and employing them within their capabilities.

Discussion Point Two (26:00/28:32): Winters is worried about EZ Company being misinformed about how many Germans could be waiting for them when they attempt the rescue of the British Paratroopers behind enemy lines. Discuss how this relates to keeping your subordinates informed. Have you ever had to go into a situation without knowing all the information? How did that affect the way you accomplished the mission?

Discussion Point Three (15:28/18:51): Winters divides up the company into groups of ten to charge the open field. The discussion point here is build the team and lead by example.

Discussion Point Four (28:32/30:00): Nixon has the orderly get him a coffee and bacon sandwich. Discuss how you can employ your subordinates in accordance with their capabilities?

Integrity

Discussion Point One (37:22/39:32): Winters is flashing back to the killing of the German soldier and the decision point that he made at that point in time. The discussion point here is to know yourself and seek improvement.

Discussion Point Two (32:06/33:40): After Lt. Moose Heyliger was shot mistakenly by his own men, Winters is yelled at by the medic for not knowing the amount of morphine given to Lt. Heyliger. Winters immediately took responsibility for not knowing. The discussion points here are seeking responsibility and accept responsibility for your actions.

Discussion Point Three (7:48/8:819): In this clip, we see Captain Winters cleaning his weapon and readying his gear. Discuss how this clip fits in with the values and principles of integrity by setting the example.

Film/Book Discussion

Consider having a few students read Stephen E. Ambrose, *Band of Brothers: E Company, 506th Regiment, and the 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: Crossroads

(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 is very proficient in his job. (Specifically, how did Winters show that he was proficient in his job?)
 - The example of Winters recognizing their position was compromised, he made a timely decision. (Specifically, how did Winters provide an example of making a timely decision?)
 - Briefings given by Winters are examples of good briefings for the situation. (Specifically, how did the briefings appeal to you as a recipient?)
 - Lt. Dike is not proficient in his job. (Specifically, how did he show that he was not?)

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.

Facilitator Reference

- Winters knows all the men under his command by name (Why is this important?)
- Lt. Dike does not appear concerned about procuring necessary supplies and equipment for the days ahead (How does this relate to looking out for your subordinates well-being?)
- Dike's briefing as opposed to Winters (How did Dike's briefing differ from Winters?)
- Winters is concerned about who will be leading EZ Company (How does this relate to the "respect" value?)

Integrity

1. Know yourself and seek improvement.
2. Seek responsibility and accept responsibility for your actions.
3. Set the example.
 - Winters knew his capabilities and that of his men. (By his actions, could you assume that he embodied the "know yourself" principle?)
 - When Winters recounts the battle, he is deeply affected by the amount of casualties his unit suffered and takes full responsibility for every man under his command. (Why was this response so important?)
 - Private Mularky ended up winning the money at cards and it shows him paying back the money he owed the other men in his unit. (How does this tie in with integrity?)
 - Winters shares in the hardships of his subordinates. (What sorts of examples can you give of him sharing in the hardships of his subordinates?)

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: Crossroads

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 Five: Crossroads



1st Sergeant Lipton: Minor role in this episode.



Captain Nixon: Encouraged Winters to accept there will be losses but that he saved those men and had a huge victory. Also to take time off for himself.



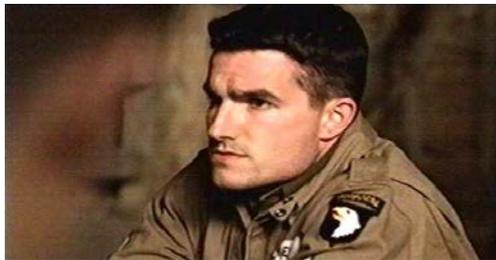
Lt. Compton: In this episode, we see the beginning stages of Lt. Compton cracking under the stress of combat.



Lt. Dike: Our first introduction to Lt. Dike. He fails to prepare the men for the upcoming cold and fighting near Bastogne.



Captain Winters: Promoted to Battalion Executive Officer after a successful attack on two companies of German SS troops, leaving Easy Company in shortage of leadership.



Pvt. Guarneri: Returns to EZ Company after being injured in a motorcycle accident during leave. Scrounges needed ammo and supplies off retreating soldiers at the end of episode.



Pvt. Mularkey: Wins big during card game and pays back the money he owes to the other guys in his unit.



SSgt. Talbert: Minor role in this episode.

Student Reference



Pvt. Alley: Minor role in this episode.



Cpl. Liebgott: Injured in the battle and is seen shooting surrendering German troops. He and Captain Winters, armed with only one bullet, are ordered to safely take back 11 prisoners to HQ.



Lt. Moose Heyliger: When Captain Winters is promoted, Lt. Heyliger takes over EZ Company. He leads the successful rescue mission of British paratroopers caught behind enemy lines. Afterwards he is mistakenly shot by a guard while walking with Winters.



Pvt. Webster: Minor role in episode.