

Leadership in Cinema



Wildland Fire Leadership Development Program

BAND OF BROTHERS PART EIGHT: THE LAST PATROL

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

Genre: War/DramaAudience Rating: R

Runtime: 59:00 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 Eight: The Last Patrol Summary

It's February 1945 and a depleted Easy Company is now in Haguenau, France on the Rhine just across from Germany. Pvt. David Webster, who was injured during Operation Market Garden, returns to the Company but finds that his absence from the fighting in Bastogne has alienated the others and he is treated as an outsider. The Company also has a new junior officer, Lt. Henry Jones, a West Point graduate who has yet to get any battlefield experience. The war is clearly coming to an end and the men are starting to think they might just survive the war. When Colonel Sink orders a raid across the river to take prisoners for interrogation, the men are less than keen to take part but follow orders. No one believes it's worth it when one of the men dies from the wounds he receives. When Col. Sink orders another raid the next night, Capt. Winters has his own unique way of dealing with the situation. (Taken from the [Internet Movie Database](#))

Cast of Main Characters

Capt. Winters/Richard D. Winters.....	Damian Lewis
Pvt. Webster/David K. Webster	Eion Bailey
2nd Lt. Jones/Henry Jones.....	Colin Hanks
Pvt. Malarkey/Donald G. Malarkey	Scott Grimes
Lt. Speirs/Ronald C. Speirs	Matthew Settle
Sgt. Martin/John W. Martin	Himself
1st Sgt. Lipton/Carwood Lipton.....	Donnie Wahlberg
Pvt. Jackson/Eugene Jackson.....	Andrew Lee Potts
Lt. Nixon/Lewis Nixon	Ron Livingston

(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 legally obtain the video, abide by proper copyright laws, and follow the outline below:

1. Facilitator will go over a basic plot of the movie and cover the objective.
2. Review the Wildland Fire Leadership Values and Principles with students (Hand out sheets)
3. Advise students to document instances within the film that illustrate/violate the Wildland Fire Leadership Values and Principles on the handout provided.
4. Show students Band of Brothers – Part Eight: The Last Patrol.
5. 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.
6. 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.
7. 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:

1. Break into smaller groups. (Optional) But consider breaking up into three groups, one for each of the values (example).
2. 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.

3. Facilitator will go over a basic plot of the movie and cover the objective.
4. 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).
5. 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.
6. 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 Eight: The Last Patrol

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 (47:10-51:24): Captain Winters decides not to go forth with the 2nd patrol. The potential risks outweigh the known gain. Capt. Winters is getting pressure from Col. Sink to go forth with the second mission since the previous night was a “success.” Winters makes the decision not to risk the lives of the men in his company when there is little to gain from the mission. Discussion point: Always look out for the well-being of your crew regardless of the situation. (Risk vs. Reward)

Discussion Point Two (10:43 –11:43): Lt. Jones demands on proving himself to his superiors and to the men below him in rank. His request to lead the patrol is denied. Captain Speirs utilizes his subordinates according to their capabilities. Lt. Jones doesn't quite have the awareness or the experience to lead the men into battle. Discussion point: Consider individual skill levels and developmental needs when assigning tasks. (In this scenario, are the developmental needs important for Jones or does it cause a threat to everyone else?)

Respect

Discussion Point One (13:03-17:00): Lt. Jones seeks out briefing from Sgt. Malarkey. Jones is persistent on receiving his initial briefing due to the fact he is new to the battlefield. Discussion point: As a leader, it is important to always provide accurate and timely briefings. How does Malarkey react to Lt. Jones' question about the current situation?

Discussion Point Two (26:22-28:10): Captain Winters gives briefing on the patrol set for the night. His briefing is clear, concise, and to the point. Discussion point: Keep your subordinates informed, by providing accurate and timely briefings. Give reasons (intent) for assignment and tasks.

Discussion Point Three (51:58-53:51): Captain Winters and Capt. Nixon are congratulating their men on a job well done and promoting them accordingly. Discussion point: Recognize individual and team accomplishments and reward them appropriately.

Integrity

Discussion Point One (24:07-25:34): Lt. Jones approaches Captain Winters and continues to ask him if he could go on the patrol. Winters basically tells him he doesn't have the experience to go on the patrol, but Jones has a solution to the problem—he feels as though Malarkey is too tired and needs some time off from the front line. Winters feels he has a solid point. Discussion point: Position power vs. respect power. Actively listen to feedback from your subordinates.

Discussion Point Two (26:22-28:10): Captain Winters gives briefing on the patrol set for the night. He knows this isn't the best idea, but doesn't show it in his expressions to the men. Discussion point: Setting the example. Don't show discouragement when facing setbacks.

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: The Last Patrol

(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.
 - Captain Winters is very proficient in his job. (Specifically, how did Winters show that he was proficient?) (Take charge when in charge.)
 - Captain Winters decided not to go forth with the second patrol. Explain how he developed contingencies and considered consequences. (Risk vs. reward and make sound decisions.)
 - Newly graduated, Lt. Jones wanted to lead the Patrol and insisted he do so, even though he didn't have the authority. How did Sgt. Speirs come to his conclusion and why was he hesitant on letting Jones go on the patrol? (Consider individual skill levels and developmental needs when assigning tasks.)

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.
 - Captain Winters ignores the pressure from Col. Sink to go on the second patrol and capture POWs. Name the many reasons he decided to not go forth with the mission. (Put the safety of your subordinates above all other objectives.)
 - Upon arrival to EZ Company, Lt. Jones seeks out a briefing from Sgt. Malarkey. Discuss the importance of giving briefings as well as seeking them out and making sure that a briefing is covered. (Provide accurate and timely briefings.)
 - Captain Winters and Sergeant Speirs have some trouble deciding who should lead the patrol, because of the fact that EZ Company is short on leaders. Why is the decision difficult? (Consider team/individual experience, fatigue and physical limitations when accepting/assigning assignments.)

Integrity

1. Know yourself and seek improvement.
2. Seek responsibility and accept responsibility for your actions.
3. Set the example.
 - How does Captain Winters set the example for EZ Company by not sending them on the second patrol? (Credit subordinates for good performance.)
 - Why is Lt. Jones so adamant about leading the patrol? (Seeking improvement.)
 - How does Sgt. Malarkey accept the responsibility for EZ Company's 2nd platoon? What makes his subordinates respect him? (Share the hazards and hardships with your 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 – Part Eight apply specifically to your job? To your personal life?
10. Which character in Band of Brothers – Part Eight do you think is most like you?
11. How do you go about initiating a new idea in order to put it into practice?
 - 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 Eight: The Last Patrol

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

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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 Eight: The Last Patrol



1st Sergeant Lipton: Minor role in this episode. Has pneumonia.



Captain Nixon: Minor role in this episode. Puts incidences into perspective for Capt. Winters.



Captain Winters: Even though he's no longer their direct commander, Winters continues to look out for EZ Company when he disobeys Col. Sink's order for a second patrol. He knows it would be as dangerous as it would be pointless.



Sergeant Martin: Leads the first patrol across the river to capture POWs.



Sgt. Malarkey: Assumes leadership duties of EZ Company's 2nd platoon due to lack of soldier's ability to take charge



Pvt. Jackson: Dies from his own grenade in the first attempt to bring back POWs.



Pvt. Webster: Reunites with EZ Company after a few months in the hospital from a prior war wound.



Lt. Jones: Just recently graduated from West Point, Lieutenant Jones gets sent on the patrol to secure prisoners. Even Jones comes to the realization, after an initial burst of enthusiasm that he is not qualified to do anything but observe.



Capt. Speirs: Minor role in this episode. Newly appointed Company Commander. Speirs is in charge when Lipton is out with pneumonia.

