

# Leadership in Cinema



Wildland Fire Leadership Development Program

## WIZARD OF OZ

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Phone: 208-387-5318  
Studio: MGM/Warner ..... Released: 1939/1999  
Genre: Family ..... Audience Rating: G  
Runtime: 101 minutes

## MATERIALS

VCR or DVD, television or projection system, Wildland Fire Leadership Values and Principles handouts (single-sided), notepad, writing utensil

## Objective

Students will identify and discuss leadership concepts found within Wizard of Oz.

## Basic Plot

Dorothy and her dog, Toto, are swept away by a tornado into the world of Oz. In an attempt to return to Kansas, the duo adds three more members to the team—Scarecrow, Tin Woodman, and the Cowardly Lion. Together the team overcomes barriers to reach the Wizard of Oz who is said to grant requests. Teamwork and self-realization are key messages in the Wizard of Oz.

## Cast of Main Characters

Judy Garland ..... Dorothy Gale  
Ray Bolger ..... Hunk/The Scarecrow  
Bert Lahr ..... Zeke/The Cowardly Lion  
Jack Haley ..... Hickory/The Tin Woodman  
Frank Morgan ..... Prof. Marvel/The Wizard/Guard/Coachman  
Billie Burke ..... Glinda  
Margaret Hamilton ..... Miss Gulch/The Wicked Witch  
Charley Grapewin ..... Uncle Henry  
Clara Blandick ..... Auntie Em

## Facilitation Options

The Wizard of Oz illustrates an abundance of leadership values and principles. Students should have few problems identifying those that correspond to the Wildland Fire Leadership Values and Principles. The objective is not to identify every leadership principle but to promote thought and discussion. 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 to develop themselves 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 employee(s) view the film on his/her own and then hold the discussion session.

## Full-film Facilitation Suggestion

When opting for the full-film method, the facilitator should determine a good breaking point near the middle of the film.

1. Review the Wildland Fire Leadership Values and Principles with students.
2. Advise students to document instances within the film that illustrate/violate the Wildland Fire Leadership Values and Principles on the handout provided.
3. Break students into small discussion groups.
4. Show students Wizard of Oz.
5. Break. (Suggestion: After the team is complete; We're Off to See the Wizard)
6. Begin the guided discussion.
7. Provide a short synopsis with some "ticklers" to pay attention before beginning the rest of the film.
8. Resume the film.
9. Have students discuss their findings and how they will apply leadership lessons learned to their role in wildland fire suppression. Facilitate discussion in groups that have difficulty.
10. Wrap up the session and encourage students to apply leadership lessons learned in their personal and work lives.

## Clip Facilitation Suggestion

1. Review the Wildland Fire Leadership Value or Principle targeted for discussion. (May be given or ask students to identify the value or principle being illustrated after viewing the clip.)
2. Show the clip.
3. Facilitate discussion regarding the selected clip and corresponding value and/or principle.

4. Break students into small discussion groups.
5. Have students discuss their findings and how they will apply leadership lessons learned to their role in wildland fire suppression. Facilitate discussion in groups that may have difficulty.
6. Wrap up the session and encourage students to apply leadership lessons learned in their personal and work lives.

## **Mentor Suggestion**

Use either method presented above. The mentor should be available to the student to discuss lessons learned from the film as well as incorporating them to the student's leadership self-development plan.

Encouraging individuals to keep a leadership journal is an excellent way to document leadership values and principles that are practiced.

Suggest other wildland fire leadership toolbox items that will contribute to the overall leadership development of the student.

## **Resources**

- The Wonderful Wizard of Oz. L. Frank Baum, 1900.
- The Oz Principle: Getting Results through Individual and Organizational Accountability. Connors, R; Smith, T; and Hickman, C. Penguin Putnam. 1st edition. 1998.
- [The Wizard of Oz: Finding the Magic Wand Within](#). Movies for Business.

Hyperlinks have been included to facilitate the use of the [Wildland Fire Leadership Development Program website](#). Encourage students of leadership to visit the [website](#).

## Wizard of Oz

The following clips illustrate/violate the Wildland Leadership Values and Principles. These are only guidelines and may be interpreted differently by other views; they are presented as a guide for facilitation.

### Duty

- Glinda knows that Dorothy has the ability to go home, but she doesn't tell her in the beginning. Glinda monitors the situation from afar and allows the team to solve the problem. (Observe and assess actions in progress without micro-managing.)
- The Scarecrow develops plan to get apples and to rescue Dorothy. (Develop a plan to accomplish given objectives.)
- Dorothy tells the Wizard of Oz how ashamed he should be after he responds to the groups requests. (Adhere to professional standard operating procedures.)
- The Wizard of Oz only grants requests to those that prove themselves worthy. Asks for the broomstick of the Wicked Witch. (Issue clear instructions.)
- The Cowardly Lion is given and accepts the task of leading the team inside the witch's castle to rescue Dorothy. (Take charge when in charge.)

### Respect

- Auntie Em and Uncle Henry are too busy to listen to Dorothy's concerns about Miss Gulch. (Make yourself available to answer questions at appropriate times.)
- Professor Marvel recognizes that Dorothy is running away. (Know your subordinates and look out for their well-being.)
- Dorothy asks the Scarecrow, Tin Woodman, & Cowardly Lion to come along the journey. (Build the team.)
- When the team is overcome by the sleeping-inducing poppies, Glinda sends snow to lessen the effects. (Know your subordinates and look out for their well-being.)
- The Wizard of Oz gives each member of the team (except Dorothy) what they earned by killing the Wicked Witch. (Recognize individual and team accomplishments and reward them appropriately.)

### Integrity

- Auntie Em holds back in telling Miss Gulch what she thinks of her. (Choose the difficult right over the easy wrong.)
- When Dorothy is caught up in the tornado, she remains calm. (Don't show discouragement when facing setbacks.)

- Dorothy doesn't know which fork to take in the road. She asks the Scarecrow which way to go. (Ask questions of peers and superiors.)
- The Scarecrow, Tin Woodman, & Cowardly Lion don't realize their full potentials. (Know the strengths/weaknesses in your character and skill level.)
- Glinda tells Dorothy that she has always had the ability to go home. (Know the strengths/weaknesses in your character and skill level.)

## Wizard of Oz

### Guided Discussion – Possible Answers

1. During the opening scene, Dorothy becomes discouraged when Uncle Henry and Auntie Em are too busy to hear her concerns about Miss Gulch. Auntie Em asserts that Dorothy has nothing to worry about. Later, however, Miss Gulch comes by to take Toto away. As a wildland fire leader, what should you do to address concerns raised by your subordinates?
  - Wildland fire leaders must listen to subordinates. Open channels of communication are vital to successful completion of the wildland fire mission. A leader in our community cannot risk missing a critical piece of information. Encourage employees to express their concerns and speak up. Quickly deal with the situation and continue completing the mission. Dorothy did a poor job in explaining the magnitude and details of the problem which could put the livelihood of the entire farm in jeopardy.
2. Auntie Em advises Miss Gulch that for 23 years she has been dying to tell her what she thinks of her. Auntie Em opts to “bite her tongue.” Is holding back one's feelings conducive to team cohesion? As a leader, what can you do to resolve or mitigate conflict between team members?
  - According to Mission-Centered Solutions, “The interpersonal dynamic of teams or crews changes constantly. What was true last year may not be true today. A leader's responsibility is to continually monitor and assess the health and well-being of the crew and its members. This tool can be used independently by a single crew leader, by a leadership team, or with the crewmembers.”
  - Refer students to Mission-Centered Solution's Crew Cohesion Assessment Tool in the Toolbox on the [Wildland Fire Leadership Development Program website](#).
  - Handle situations within the team before they become unmanageable. A cohesive team will help mitigate conflict. Open channels of communication and respect for one another are critical.

3. Professor Marvel's situational awareness tells him that Dorothy is running away from home. How important is situational awareness with regards to individuals under your command?
  - Principle: "Maintain situation awareness in order to anticipate needed actions.
  - Value (includes all principles):
  - Respect—your view of others is fundamental to wildland firefighter leadership.
  - Above all, wildland fire leaders are responsible for the well-being of the crew and its members. Leaders may need to refer subordinates to employee assistance programs should the need arise.
4. During the briefing, Glinda advises Dorothy to leave Oz. Dorothy is instructed to follow the Yellow Brick Road. Dorothy asks for a contingency plan, but is told, "Just follow the Yellow Brick Road." How important are plans and contingencies to the wildfire mission?
  - Plans of all kinds are vital to the completion of a safe firefighting mission. The Wildland Fire Leadership Values and Principles specifically address plans and contingencies.
5. Dorothy had no formal training or title to be a leader; however, she found herself thrust into a leadership position. The Wizard of Oz has title and authority. Do you have to have a title or formal authority to be a leader? When should a person begin preparing to be a leader?
  - Leadership is a choice; therefore, leaders do not need formal training or a title to lead. They must have the ability and willingness. Just because you have a title and authority to lead, you can still be a "humbug." Like the Wizard, you can be a good person but a bad wizard (leader).
  - Preparation for being a leader begins before the action to lead presents itself. A person is never too young or too old to develop themselves as a leader. Like the tin man who thought he lacked the will, a cowardly lion who thought he lacked the courage, the scarecrow who thought he lacked the brains, or Dorothy who thought she lacked the way to get home, you possess, should you embrace it, the ability to lead—even if it is to lead yourself.
6. The principle of "Know the strengths/weaknesses in your character and skill level" is addressed a great deal in the Wizard of Oz. None of the characters realize their full potential—all have what they request. How important is the wildland fire leader in a subordinate's development?
  - Developing subordinate employees is a critical function leaders must perform. Without proper opportunities to learn new job skills, face new challenges, or grow within an organization many employees will never reach their full potential. As a leader you have a responsibility to your followers and to your organization to pass your knowledge on...to pay back your mentors by paying forward.

7. Leaders can get rusty like the Tin Woodman. How can wildland fire leaders keep themselves “well-oiled”?
  - Answers will vary, but may include:
    - Maintain position currency.
    - Seek training opportunities—both self-development and formal.
    - Network with others in the wildland fire community.
    - Be a life-long learner. Continually seek improvement.
    - Mentor others.
8. “Fire leaders work to keep fear from being a barrier by understanding those fears that affect their team. Fear can destroy communication and, with it, trust and cohesion.” ([Leading in the Wildland Fire Service, p. 48](#)) How did fear manifest itself in this story? What can fear do to a team? How can you as a leader protect against the fears others may have?
  - The Cowardly Lion lacks confidence in his abilities and thus is paralyzed by fear.
  - “Fear can destroy communication and, with it, trust and cohesion.” ([Leading in the Wildland Fire Service, p. 48](#))
  - “In looking out for our people, we are mindful of their fears and vigilant in eliminating unnecessary fears.” ([Leading in the Wildland Fire Service, p. 48](#))
9. The Tin Woodman is convinced that a heart is needed—even if it has the power to hurt. How does having a heart and caring fit into the role of the wildland fire leader?
  - The answer to this question lies within Respect.
    - 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.
    - Build the team.
    - Employ your subordinates in accordance with their capabilities.
  - Leaders put others before self.
10. “A heart is not judged by how much you love but by how much others love you.” – The Wizard of Oz
11. Glinda advises to Dorothy she has possessed the ability to go home all along. Glinda contends that Dorothy would not have believed her had she told her. Should leaders keep things from their subordinates? How important is self-discovery to learning?

- Answers will vary. Leaders should keep their subordinates informed. Glinda contends that Dorothy wouldn't have believed her anyways. Self-discover has its place in development. Allowing a subordinate to discover and learn on their own can be a profound learning experience. Glinda seemed ever-willing to come to Dorothy's aide if needed. This seemed to be a safe environment in which to learn.

12. The band America sang "But Oz never did give nothing to the Tin Man that he didn't, didn't already have." The team always possessed what they thought they were missing. What is the responsibility of the wildland fire leader when this type of self-doubt exists within his/her team?

- Answers will vary. Leaders bring out the best in their people. Leaders build more leaders. They build upon their strengths and help them address their weaknesses. Leaders show what is right. They recognize the problem, acknowledge that the subordinate needs additional assistance, and help the subordinate overcome his/her issue. On occasion, the leader may need to let the subordinate fail in order to learn. They are there with care, compassion and guidance when a mistake is made.



# DUTY

**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.

# RESPECT

# INTEGRITY

## Wizard of Oz

1. Document film clips illustrating/violating the Wildland Fire Leadership Values and Principles.
2. Discuss leadership lessons learned from the film with group members or mentor.

### Duty

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

### Respect

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

### Integrity

- Know yourself and seek improvement.
- Seek responsibility and accept responsibility for your actions.
- Set the example.

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### Guided Discussion

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## Wizard of Oz

### Wildland Fire Leadership Challenge – Digging a Little Deeper

- Read L. Frank Baum’s book *The Wonderful Wizard of Oz*.
  - Compare and contrast the book with the movie.
  - Develop a synopsis or discussion guide and submit to [BLM\\_FA\\_Leadership\\_Feedback@blm.gov](mailto:BLM_FA_Leadership_Feedback@blm.gov).
- Submit the questions from the movie that your group found worth of discussing.
- Write up a blog showcasing the leadership lessons you learned from the book or movie and submit to [BLM\\_FA\\_Leadership\\_Feedback@blm.gov](mailto:BLM_FA_Leadership_Feedback@blm.gov).