

1. Jim White's Leadership Traits to Team Development

Thomas Carlyle's concept of the "*great man*" from the mid-nineteenth century is the rationale behind the trait theory of leadership. Leadership, especially military leadership, was considered a male trait at the time. Carlyle believed **leaders are born rather than made**. **Wale (2023) challenges** the idea that leaders are born. Leadership skills can be learned with practice.

Some theories emphasise leadership behaviours, while others focus on **leadership traits** (Kendra Cherry, 2002).

Trait-based researchers identified in **Table 1.1** traits and characteristics. It shows leadership diversity. **Table 1.1's** imprecision reflects a common consensus on **leadership traits**.

Studies of Leadership Traits and Characteristics

Stogdill (1948)	Mann (1959)	Stogdill (1974)	Lord, DeVader, and Alliger (1986)	Kirkpatrick and Locke (1991)	Zaccaro, Kemp, and Bader (2004)
Intelligence	Intelligence	Achievement	Intelligence	Drive	Cognitive abilities
Alertness	Masculinity	Persistence	Masculinity	Motivation	Extroversion
Insight	Adjustment	Insight	Dominance	Integrity	Conscientiousness
Responsibility	Dominance	Initiative		Confidence	Emotional stability
Initiative	Extroversion	Self-confidence		Cognitive ability	Openness
Persistence	Conservatism	Responsibility		Task knowledge	Agreeableness
Self-confidence		Cooperativeness			Motivation
Sociability		Tolerance			Social intelligence
		Influence			Self-monitoring
		Sociability			Emotional intelligence
					Problem solving

SOURCES: Adapted from "The Bases of Social Power," by J. R. P. French, Jr. and B. Raven, 1962, in D. Cartwright (Ed.), *Group Dynamics: Research and Theory* (pp. 259–269), New York: Harper and Row; Zaccaro, Kemp, & Bader (2004).

Table 1.1 – Source: Northouse (2013)

Major Leadership Traits

-
- | | |
|-------------------|---------------|
| • Intelligence | • Integrity |
| • Self-confidence | • Sociability |
| • Determination | |
-

Table 1.2 – Source: Northouse (2013)

Table 1.2's indicates **key traits** from Table 1.1. These **key traits** evaluate **Jim White's** (PE teacher and football coach) leadership traits to the team's development **leading** to effective **change**. **Figure 1:** casting from McFarland movie.

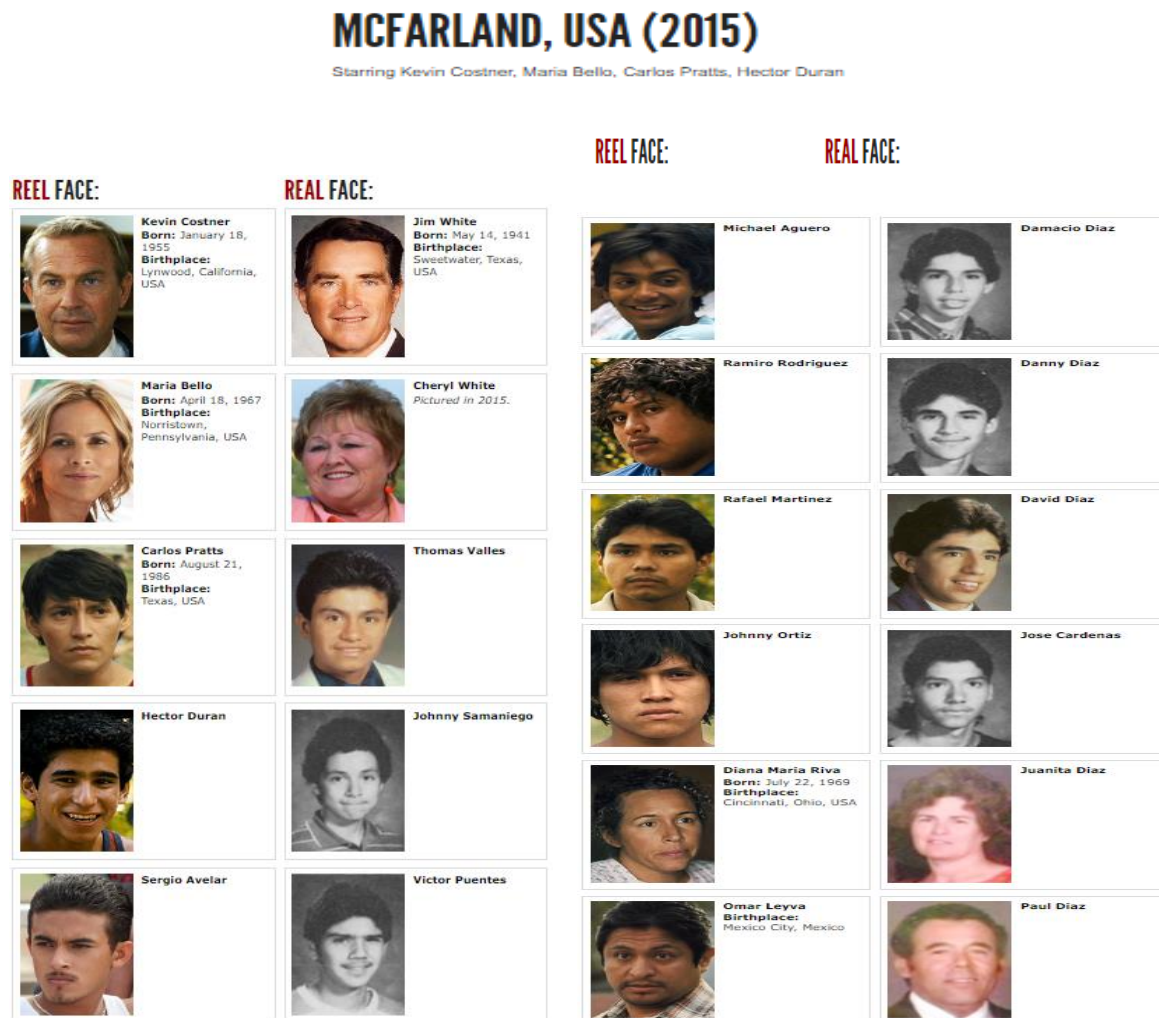


Figure 1: Source: (Lang, 2015)

Scene Time	Event
	<p style="text-align: center;">1. <u>Intelligence: Emotional Intelligence (EI)</u></p> <p>A team leader's emotional intelligence is "essential to effective team interaction and productivity." EI leaders transform organisations (Sadri,</p>

<p>27:15 (2:08:56)</p>	<p>2012). EI helps one empathise with the executive being coached (Preterit, 2022).</p> <p>"Kids can run forever" after carbo-loading on rice and beans at school in hot heat and running back to work despite great shoes. Coach White's EI effective interaction with Principal Camillo of the boys' passion. Bridging EI engagement (Sadri, 2012).</p>
<p>42:32</p>	<p>2. <u>Self-confidence</u></p> <p>The boys lost at Palo Alto. White told his wife he might look for another job. Low confidence. White overcame his self-confidence the next day brought the boys to run on the almond "hill"; built their confidence for the cross-country state championship. "self-confidence is our judgment of whether or not we can do something" (Hollenbeck & Hall, 2004).</p>
<p>55:00</p>	<p>3. <u>Determination</u></p> <p>White talked Valley out of his misery and initiated, "so you want to keep going for the cross-country thing" Valley nodded, agreeing, and White said, "me too." Initiated determination and desire to win.</p>
<p>10:29</p> <p>14:46</p>	<p>4. <u>Integrity</u></p> <p>Interview by Principal Camillo: White avoids using profanity to motivate boys who do not value hard work. White said, "Difference of opinion," when fighting a school board chairman. White admits his past. White showing honesty.</p> <p>Conversely, White lacks morality. White overrules Jenks, the principal coach, by denying Samaniego to play football owing to his physique.</p>
<p>1:01:03</p>	<p>5. <u>Sociability</u></p> <p>Because "Blanco" means "white," the boys frequently tease White.</p>

1:21:16	<p>“Everyone tucks in your hands! looking like Senora Soto’s chicken hanging around my house.” White pleasantly socialises with the boys.</p>
1:25:00	<p>White worked on their farm and visited their home to understand the boys' environment. In Hispanic culture, group activities are dominant, and responsibilities are shared (Culture Insights, 2008). White recognised Diaz's father's statement, "Your essential is like watching tv, but mine is each hour my boys need to earn with me to get food on our table." Reason Diaz discourages running practice.</p>

Reference:

Wale, H. (2023) Leadership traits, Corporate Finance Institute. Available at: <https://corporatefinanceinstitute.com/resources/management/leadership-traits-list/> (Accessed: 05 June 2023).

Northouse, P.G. (2013) Description - sage publications inc. Available at: https://www.sagepub.com/sites/default/files/upm-binaries/30933_Northouse_Chapter_2.pdf (Accessed: 06 June 2023).

Kendra Cherry, Mse. (2022) Why do some people become great leaders?, Verywell Mind. Available at: <https://www.verywellmind.com/leadership-theories-2795323> (Accessed: 06 June 2023).

Preterit, X. (2022) Council post: Seven qualities of the best executive coaches, Forbes. Available at: <https://www.forbes.com/sites/forbescoachescouncil/2022/07/11/seven-qualities-of-the-best-executive-coaches/?sh=7fc2a3b43270> (Accessed: 07 June 2023).

California Demographics (2021) California Demographics by Cubit. Available at: <https://www.california-demographics.com/mcfarland-demographics#:~:text=Median%20Income,McFarland%20families%20live%20in%20poverty.> (Accessed: 07 June 2023).

Sadri, G. (2012) 'Emotional intelligence and leadership development', Public Personnel Management, 41(3), pp. 535–548. doi:10.1177/009102601204100308.

Hollenbeck, G.P. and Hall, D.T. (2004) 'Self-confidence and leader performance', Organizational Dynamics, 33(3), pp. 254–269. doi:10.1016/j.orgdyn.2004.06.003.

Culture Insights (2008) Cultural insights: Communicating with hispanics/latinos. Available at: https://www.cdc.gov/healthcommunication/pdf/audience/audienceinsight_culturalinsights.pdf (Accessed: 14 June 2023).

Lang, K. (2015) McFarland, USA vs. The true story of coach Jim White's 1987 team, HistoryvsHollywood.com. Available at: <https://www.historyvshollywood.com/reelfaces/mcfarland-usa/> (Accessed: 14 June 2023).

