

Module: Leading Change

McFarland Case Briefing Note

Watch the film on McFarland case. This section should last for about 50 minutes. Below you will find the briefing note and the five broad areas on which we wish you to focus - please note the specific questions. The film is available on Disney plus and on You Tube.

Background

McFarland is a film based on a struggling coach and teacher (Jim White) who has had to move around for different incidents in his career. He finally comes to one of the poorest cities in America: McFarland, California. There he discovers buried potential in several high school boys and slowly turns them into championship runners and brings them closer than even he could ever imagine.

Jim White, a school football coach at odds with the system and players, takes a job as an assistant football coach at McFarland. White finds the potential for cross-country in few students at the school. He gets interested in building up a cross-country team, but has to adjust his ways to suit the system. White and his team overcome poverty and personal turmoil, and get to the pinnacle of success.

Whilst the film is based on a true story, it is considered to have been creative in its portrayal of events. This should be borne in mind when accessing further sources directly relating to the case study.

Main Characters

Jim White – Football Coach

Cheryl White – Jim White's wife

Julie White – Jim White's daughter

Jamie White – Jim White's son

Principal Camillo- School Principal

Danny Diaz– Student

Damacio Diaz-Student

David Diaz-Student

Task

Your task is to critically evaluate the leadership of Jim White and his role in the team's achievements. The following questions should guide your assessment.

Is a group question and I have to write No. 4 below at least 450 words. No need intro or conclusion, but just on Q4.

Use cite this for me and referencing style is harvard and need at least 5 to 6 references. The journals insert doi/books insert - ISBN/reputable magazines, is either doi or website. BBC and CNN insert the link.

Your report should be about 450 words excluding references, typewritten – Ariel 11 point, single-sided, 1.5 line spacing. A 10 per cent variation in word count is acceptable.

1. What leadership traits did Jim White display which developed the team?
2. Jim White tells his players “you guys are superhuman; there is nothing you can’t do with that kind of strength and that kind of heart”. What does this imply about his leadership style? Did Jim White always demonstrate effective leadership behaviours?
3. What leadership skills were instrumental in the team achieving their goals?
4. Was Jim White the right person to lead the team? Would he be the right person to lead the team into future competitions?
5. Assess White's overall leadership, using appropriate models/theories

Please remember that there is no right or wrong answer to the questions above. What we are looking for is both:

- A demonstration of knowledge and understanding and leadership, and
- An ability to utilise theory and analyse the complex issues portrayed in this case.

Make sure that your report is well-written, clearly organised and has a logical flow. In terms of writing style, I suggest you effectively write a management report with references. Therefore, please feel free to use headings. The answer should be a collective effort – but we accept that the group may not agree on all points. Where there is disagreement, or where you are undecided on a point, say so in your report, explaining this.

