

Essay Q4

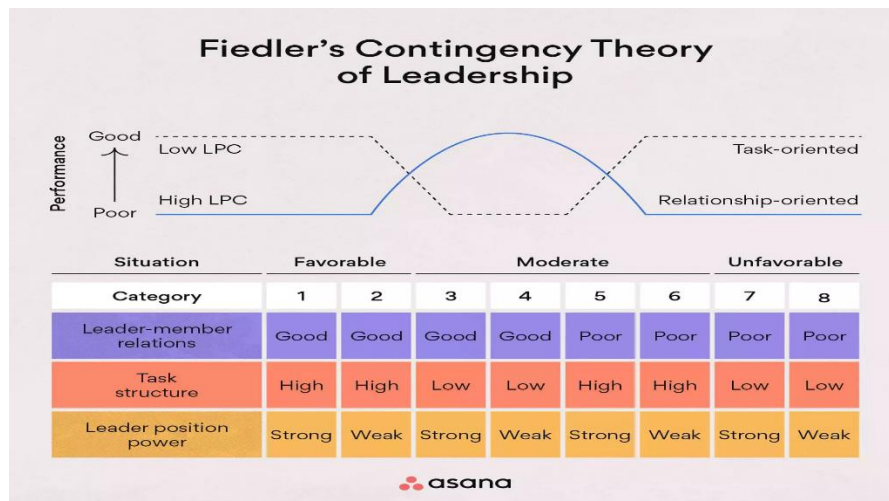
Was Jim White the right person to lead the team? Would he be the right person to lead the team into future competitions?

4.1 Was White the right person to lead the team?

- Do you think White was the right person to lead? My answer would be yes. Why? Give the reasons. – When writing an essay always act as a 3rd party.
- (look above in Q3 peer's essay(attached), engage with that, even if you have to use one or two words of theirs..eg based on the earlier discussion, White has shown.....
- Watch McFarland movie 2025 (actor – Kevin Costner), possibly time the scene of your address matter and relate with a credible research (journal /article). Keep short as word count are not many.
- You may want to apply few leadership gurus – Kotter, Kouses and Posner.
- How effective is the leadership of sports

4.2 Would White be the right person to lead the team for future competitions?

- Ask yourself if would he be the right person to lead in the future? My answer would be, yes, from the movie, he is the right person because they won couple of cross country competition (is based on the movie)
- Give the reasons why, associate with his strength, or weakness. Then stand on one decision.
- Maybe put some ideas in the point form (my group mate did for Q1) a little was point form. Better to adopt that since the word count is limited.
- After that, you plot Fielder's theory, where White stands in this chart create similar type chart (samples shown below)/ find your ways how you going to do this challenge.
- You may Refer to the sample essay – was king the right person to lead? I have attached it.



According to Fiedler's Contingency theory of leadership (1964):

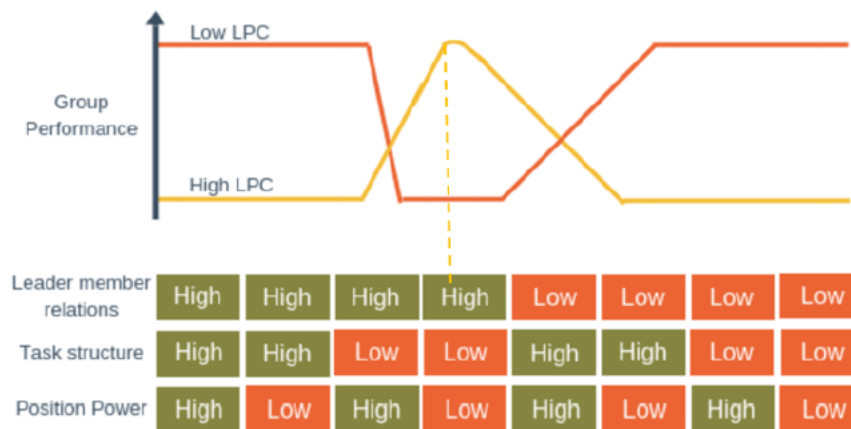


Fig 2.1 represents Fiedler's Contingency theory of Leadership.

In the assignment, tips from the lecturer, you want to look at :

1. Coping with the change by John Kotter
2. How the coach in McFarland cope with complexity
3. How to overcome the complexity
4. Identify and analyse your competitors (from other schools in cross country) – change strategy
5. Key characteristics of the coach
6. Does he have competency to lead the team

FYI - I did question no. 4 below but the lecturer said is not good enough. No pictures (as I need a screenshot below). The lecturer said I need to improvise. Need facts and no fictions.

In "McFarland, USA," Jim White's leadership is examined to determine if he was the appropriate choice and if he could lead his students in future competitions. Leadership shapes team dynamics, outcomes, and growth environments. Fiedler's contingency theory says a leader's effectiveness depends on how well their style matches the circumstance **(Simha, 2022)**.

Maria's indirect challenge prompted White to exhibit remarkable cognitive and interpersonal skills, which significantly contributed to the team's achievements. **(Gandolfi and Stone, 2018)** asserts that these are crucial leadership attributes are vital for positively influencing team dynamics.. White actively listened to his team members, acknowledged their individual circumstances, and helped them leverage their unique strengths. This demonstrated how leaders can build trust, commitment, and ultimately achieve success **(Price and Weiss, 2013)**. White's leadership style aligned well with the team's situation, applying Fiedler's contingency theory. He adopted a relationship-oriented approach by showing a keen interest in his students' personal lives, while also focusing on developing their athletic prowess **(Fiedler, 2015)**.

Cognitive Resource Theory (CRT) proposes that a leader's intelligence and experience are cognitive resources, which significantly impacts their effectiveness, particularly in stressful conditions **(Fiedler and Garcia, 1987)**. White, as an experienced coach, adeptly navigated McFarland's numerous obstacles. He successfully managed cultural differences, economic hardships, and skepticism of his team members, forging a cohesive and high-performing unit.

Looking into future competitions, White's genuine concern for his team play a significant role. As per **Mao et al. (2018)**, a humble leader promotes follower self-expansion and self-efficacy, fostering better team performance. In the movie, White portrayed humility when he helped the Diaz brothers in the fields **[scene between 1:06:50 – 1:10:31/ Picture 1]** demonstrating his commitment to their well-being beyond the track.



(Picture 1 – screenshot from McFarland USA 2015)

However, Fiedler's contingency theory argues that the effectiveness of a leader's style depends on the context (**Fiedler, 2015**). White's leadership style may need to evolve with the changing dynamics of the team and competition level.

Observing the boys' agility and endurance outside the football field, White astutely leveraged this observation to form a track team, a decision that proved crucial to their eventual success at the California state cross-country competition. [\[scene between 1:56:42 – 2:00:40/Picture 2\]](#).



(Picture 2 – screenshot from McFarland USA 2015)

Jim White was undoubtedly the right person to lead the McFarland team, given his exceptional leadership skills and the situational context, as supported by Fiedler's contingency theory and CRT. His ability to secure nine cross-country state titles further solidifies his suitability as a leader for future competitions.

(Total of 473 words)

Reference List

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