Case Study #1

Inside Man

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**Introduction**

This case study is being conducted as a means to examine different personality types using the concepts that we have been learning about in Organizational Behavior. In this study, I will be examining two characters from the 2006 movie “Inside Man”, specifically Detective Keith Fraser played by Denzel Washington and Dalton Russel who is played by Clive Owen. In this case study I will explain the behavioral patterns of these two distinct characters using the MARS model and then using MBTI and using Schwarz’ model, I will explain Dalton Russel’s personality type, ethics, values and morals.

**Movie Summary**

Inside Man is a Crime Drama that was released in 2006 and directed by Spike Lee. The plot centers on a bank robbery in downtown New York that has been orchestrated by Dalton Russel (Clive Owen) and the efforts by the NYPD which are being led by Detective Keith Fraser (Denzel Washington) to thwart Dalton’s plans, stop the robbery and rescue the hostages that he has taken. At the Beginning of the film, the camera is focused on Russel as he begins explaining how he committed “the perfect robbery.” The movie then shows the bank robbery happening and the police response which follows soon after. At this time we are introduced to Detective Keith Fraser who is tasked to lead the hostage negotiations even though he himself is being investigated under shady circumstances as a large sum of money ($140,000) has went missing in a case that is linked to him as well as Captain John Darius (Willem Dafoe) who is commanding the NYPD operation. We are also introduced to the bank owner Arthur Case (Christopher Plummer) who hires Madeleine White (Jodi Foster) to help recover or bury a dark secret that Arthur Case seems desperate to want to keep hidden. As the plot progresses forward with the robbery, we see how the different dynamics and conflicts take place through the interactions of all of these characters and also through police interviews that took place after the robbery but are shown to us at various stages of the movie.

The movie ends with a surprise twist to the robbery, it appears the robbery never took place at all as none of the money is missing from the safe and most of the robbery was staged by the criminals. Detective Fraser is then determined to find out what Russel’s true motivations were for robbing the bank.

**Mars Model Analysis**

In this section I will be discussion the personality types of both Detective Keith Frazier and Dalton Russel. In my examinations I found that both characters were highly motivated and competent individuals, I found that Detective Frazier was clever, resourceful and decisive. I also found that he was flexible in his decision making and could adapt quickly as the situation unfolded and changes needed to be made. Dalton Russel, I found to be a more calculating individual, he had everything planned to the smallest detail and every possible angle was carefully considered so that there were minimal risks to his plans going awry.

**Detective Keith Frazier**

I found Detective Keith Richards to be a highly motivated individual. At the beginning of the movie, his purpose was to successfully negotiate an end to the bank robbery, apprehend the criminals and rescue all the hostages that were trapped inside the bank. This is shown through his dogged attempts to extract information from hostages that were being interviewed by himself and his partner Detective Bill Mitchell. As the story progresses further Detective Frazer starts to suspect that the situation is not all that it appears to be, this becomes obvious when he starts to understand more about who Dalton Russel is and realizes that he is the one that is stalling for time and he says “Who ever heard of a bank robbers escaping on a plane with fifty hostages? You've seen Dog Day Afternoon! You're stalling! Why? I don't know. “ This is when Detective Frazier changes his direction from “stopping the bad guy” to finding out what the bank robbery is really about.

Towards the end of the movie we are shown a scene where Dalton Russel’s commanding officer is directing him to bury the case, he explains that “nothing was stolen, no one was injured, there are no suspects” therefore there is no case and nobody is breathing down his neck to apprehend the bad guys so the case should just be dropped. However, Detective Frazier cannot let it go so he continues to examine the evidence until he eventually finds the answer he is looking for which was Arthur Case’s dark past and his ties to the Nazi party during WW2. While Frazier was ultimately unable to apprehend the criminals behind the bank robbery, his persistence led him to solving the case and as he put it “put the real criminals behind bars.”

Keith Frazier had an innate ability to read people and respond to situations quickly as they were unfolding. This was shown in how he asked his questions to the hostages and empathize with them to make them more cooperative. A line that stood out to me was when he was talking to the character Vikram a Sikh that was being held as a hostage inside the bank and was a target of discrimination and racism by the NYPD when they referred to him as an” Arab. “ At first Vikram is hostile the police and uncooperative because of how he was treated but Frazier bet you have no problems finding a taxi.” Making light of the stereotypes and empathizing with Vikram. This made the hostage more cooperative in revealing his information to the police. Detective Frazier was also the only one who really started to understand who Dalton Russel really was and, in a way, managed to gain Dalton’s trust at the end of the movie. This led to Dalton leaving the ring in the safety deposit box that helped Detective Frazier connect the dots and uncover Case’s ugly past.

Detective Frazier’s role is established early in the film, a bank robbery is in progress with a potential hostage situation taking place. The lead detective is on vacation so the Chief tasks Keith Frazier to be the lead hostage negotiator even though he is being investigated for missing money in another case. Frazier takes this opportunity to prove himself and early on establishes his role as the head of the negotiating team to NYPD Captain John Darius (Willem Dafoe) who is on the scene in the command post.

Frazier was also very good at determine what everyone else’s role was as he navigated through different social scene’s and interacted with some of the more influential characters in the movie. For example, Madeleine White (Jodi Foster) is someone with a lot of influence and power and while Frazier acquiesces to the powers that be to let her inside the bank, he does so while also recording her during a compromising discussion they were having so that he could protect himself and gain leverage over should he need it.

Situational Factors that I felt were beyond Frazier’s control were the involvement of Arthur Case the bank owner and Madeleine White the person that Case hired to help bury his secret. As Case was incredibly wealthy, he was able to use his wealth to try and manipulate the situation to get what he wanted. As Madeleine White put it “Well detective, there are matters at stake here that are a little bit above your pay grade. No offense.” This gave Frazier no choice but to cooperate. Another factor out of his control were the actions of the criminals, when Clive Owen staged an execution of a hostage, Frazier’s chief decided to pull him as lead in the negotiation.

**Dalton Russel**

Dalton Russel was also a highly motivated individual who appeared to be guided by his own code of honor. From the very beginning of the film he states both of his motivations for accomplishing his tasks. “I'm no martyr. I did it for the money. But it's not worth much if you can't face yourself in the mirror. Respect is the ultimate currency. I was stealing from a man who traded his away for a few dollars. And then he tried to wash away his guilt.” He clearly states that he was in it for the money and to steal the diamonds but he also wanted the man he was stealing from, Arthur Case, to pay for his past crimes which were far worse.

Dalton Russel had an innate ability to plan the robbery, even Detective Frazier admitted that the robbers “thought of everything” as the cameras were knocked out, it was extremely difficult for the police to identify hostages vs the criminals when the situation was finally resolved, the robbers knew how to prevent the police from bugging them etc. He was willing to make adaptations to his plans however, as he learned more about Detective Frazier he realized that Frazier was someone who would likely share one of his objectives which was to bring down Arthur Case. This is why he left the diamond ring in the safety deposit box with a note saying “follow the ring.” At the end of the movie, the Rabbi that hired Russel was shocked that the ring was left behind but Russel responds by saying “Trust me, I left it in good hands.”

Russel establishes his role at the beginning of the bank robbery, he is the one that is in complete control of the situation and the Hostages and NYPD are going to do whatever he wants in order for him to achieve his objectives. When hostages are being interviewed throughout the movie, a few of them mention how they felt like they had all their control taken away from them, Dalton uses fear and violence to coerce the hostages into obeying him and his teams’ commands.

The only external situation that I found was out of Russel’s control was the unpredictable nature of Detective Keith Frazier. Throughout the robbery, everyone involved behaved exactly the way he anticipated that they would. Frazier was the only one who was able to catch him off guard, even if it was only for a few brief moments, this is when Frazier tackled Russel to the ground as Russel was escorting him out of the bank, Frazier was able to get inside of Russel’s head and distract him in order to get the jump on him. Otherwise Russel had primary control of the situation the entire time.

**Personality**

For the personality section I will be focusing on Dalton Russel and examining his personality type, ethics, morals and values. I decided to choose Russel for all of these factors as I found him to be the most ambiguous character in the movie. For the Myers Briggs section I determined that Dalton Russel was an ISFJ which I will explain further. I also found that Dalton’s ethical code was focused more on distributive justice with a small amount of Utilitarianism with basically no regard for individual rights. The two values that stood out the most to me from Schwarz’s model that I could apply to Dalton were Achievement and Hedonism.

**MBTI**

I feel that Dalton Russel was an introvert because of how much thought went in to the way he made decisions. He wasn’t someone that appeared to make decisions on the fly, this means he needed to spend a significant amount of time alone to plan things out. He also seemed like someone who did not have a very large social circle yet relied on a small close knit team of people that he could trust to achieve his objectives.

Also, to be able to plan out the perfect robbery as he put it, he would need to be able to take into consideration every possible detail and respond to every possible situation. For example, being able to fake the execution of a hostage is something that was carefully considered should he need to manipulate the police.

While his decision making appeared to be cold and calculated, I found that in a lot of cases Dalton Russel displayed a lot of empathy and made decisions based on how he felt about a person or how that person may have felt. Some examples include, allowing the woman to strip in a room away from the other hostages to calm her down. Allowing the man with health problems to go free instead of letting him die, being genuinely concerned about the violent nature of the video game that the young boy was playing when he said that he would talk to the boys father about the game and finally, giving Detective Frazier a diamond so that the Detective would have enough money to marry his girlfriend.

Dalton also tended to show more judgement then perception when making his decision. He was very task oriented and detail oriented. Everyone involved in the robbery knew what their role was, what needed to be done and how events were going to go, right up to the point where he left the bank as he said he would “I will walk out of this bank through the front door when I am bloody well ready” and his girlfriend confirming this by saying “Exactly as he said would happen.” Dalton didn’t really leave room to plan things out on the fly and he took careful consideration to make sure that he would never have to.

**Ethics and Values**

This leads us to the final portion of this case study, I found that Dalton Russel cared a lot about distributive justice. As we discussed earlier, one of Russel’s primary motivations for committing the robbery came for a desire for Arthur Case to pay for the crimes of his past, regardless of the mans current deeds and social status. He also displayed a level of Utilitarianism here as bringing down a war criminal was to the benefit of the greater good. To Dalton Russel the ends justified the means, he took diamonds from a criminal who was never entitled to them in the first place and helped bring the man to justice. Everyone wins in this scenario except for Arthur Case. However through his treatment of the hostages and his willingness to take away their personal property and use fear and violence to intimidate them, I cannot say the he is someone who respected a persons individual rights.

According to Schwarz’s model, Russel displayed a high level of achievement, he outwitted the NYPD, Arthur Case and anyone else who may have tried to stop him and pulled off an incredible robbery. While he didn’t necessarily do this for any kind of influence, he did show his capabilities, intellect and ambition.

I also found him to be hedonistic, he wanted the diamonds. He said very early on that he was in it for the money, he talked about “Sucking down piña coladas in a hot tub with six girls named Amber and Tiffany” in a conversation with detective Frazier and he appeared to value happiness as incredibly important. “If you love her then money shouldn’t really matter.” He also mentions to Detective Frazier.

**Conclusion**

To summarize, the characters in Inside Man were very complex individuals, the two primary characters Detective Keith Frazier and Dalton Russel were highly motivated individuals that displayed their own unique sets of skills to achieve their objectives. Frazier is an extremely perceptive detective who could think on the fly as well as read, adapt and respond to situations quickly as they unfolded before him. Dalton Russel was a calculating man with the ability to foresee and prepare for events before they unfolded so that he wouldn’t need to deviate from his plans at all. Dalton Russel also had a personality to be the perfect criminal for the job, he was a careful planner, he had no qualms about harming other people to achieve his objectives and could justify his decisions because at the end of the day he was bringing a war criminal to justice and helping a Jewish family that was harmed by Arthur Case’s actions receive restitution for the crimes committed on to them. These actions showed a man that was in it largely for himself and enriching his own life while still having a capacity to care about other people.