

LCOR

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Q1. Was General Savage more like Coach K or Coach Knight or a combination of both?

General Savage was the combination of both. General Savage was more like Coach Knight in terms of harsh way to approach other people, especially towards their subordinates at the beginning. However, General Savage was also adaptable and more rational like Coach K in terms of the way to restore the unity of the group.

Q2. In what ways was he like Coach K or Coach Knight or like both? Why?

Ways General Savage was like Coach Knight:

- *Harsh reaction:* General Savage was very disciplined. He showed how upright he was by pushing other people to follow him in an emotionally pressured way.
- *Too strict to their own way of thinking:* General Savage always chose the way to approach the solution only through his own way. He did not really let other people dictate his decisions.

Way General Savage was like Coach K:

- *Rational approach of leadership:* General Savage knew how to improve the performance of his people to complete the mission. He calculated all the moves and tried to revive morale within his group.

Q3. Was General Savage a good leader, a great leader or both? Why?

General Savage was a good leader because, throughout the movie, he made a very good score at maintaining discipline and completing the mission, but only half score at maintaining trust from his people at the beginning as seen through their willingness to withdraw and transfer to the other place. However, General Savage's behavior can be seen as the long-term outcome which is to accomplish the mission. He gained the trust of his people eventually.

Q4. Was Al Dunlap a great, good or bad leader and why?

Al Dunlap was a bad leader because he could not achieve the organization's long-term goals and did not treat other people well. Moreover, he always gave himself all the credit and was not professional in dealing with his job at a new place at all.

Al Dunlap only cared about the short-term stock price. He only knew how to boost the value in the short run and satisfy the stockholders. He failed to turn the company around from loss to profit. He only prepared it to be sold as he always did. His intention was only to reap the company's compensation with him alone.

Al Dunlap was callous. He always suppressed other people. He kept them in fear and always deceived them of the promised money that they would get if they just followed him. The working environment was very toxic, and he alone was the dictator.

Al Dunlap was boastful. He only looked outside the window as if everything was his own achievements, but never once looked in the mirror and thought that it was his fault that led the company down the cliff.

When it came to the time to do his job, he only knew one formula which was laying off employees and top-level managers as much as possible. It was the only game he knew.

Therefore, he failed to fulfill the level 5 leadership. He had no humility, and he had no professional will.

Q5. Who were the enablers; the zeitgeist, business system, stakeholders (group members), situation and dispositional elements that influenced Al Dunlap?

The business system was a factor that made Al Dunlap decide to do what he did. He saw the loophole of human resources in the business system. He only looked at this one and decided to do something about it (laying off people) without thinking of its long-term and unintended consequence.

Dispositional element also was a factor. Al Dunlap was a short-temper guy. As a result, when it comes to working (this time), it turned out that he was an abusive leader. He only cared about his own benefit and ignored other people's well-being.