Team 20 Project Proposal

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Com 220 – Organizational Behaviour

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For our project we have chosen a movie called **Gridiron Gang** (2006) which can be found online on Netflix. The main goal of this group project is to apply organizational behaviour to problems identified in our chosen movie.  We aim to assess major issues by analyzing moments in the movie. Based on these outcomes we will discuss possible solutions to our identified problem. The group proposal consists of three main parts. First, we provide a short movie description and an identification of the major OB issue. Second, we will propose organizational behaviour concepts that we can use in our paper and their justification. Lastly, we briefly describe how we want to proceed with our project.

Gridiron Gang is about how a juvenile prison worker creates a football program to help behaviour problems amongst teenage criminals. The movie shows the formation of the sports team and how the team evolves from being dysfunctional into a cohesive group who work together. We see the program transform its participants into players who are able to and respect each other and learn how to properly be part of an organization.

A specific turning point in the movie is the first game. This is the first time we get a chance to see how the team works together outside of practice. During this game things start to go downhill quickly and in return the coach starts responding in a negative way. His tone changes from motivational to overly critical and mean. As expected, this creates tension amongst the team members and eventually they end up losing. Once the game is finished, the team is in low spirits and most of the members are tempted to quit football. The goal of the team was to

create higher self-esteem amongst its members and since this was not accomplished, management threatened to shut down the program. However, this changes when we see one of the boys, Junior, leading the team through practice drills. Junior explains how everyone is “tired of being losers” and finds new motivation to work harder and win. The coach realizes that the team still wants to work together and everyone can improve together.This is a huge turning point because each individual finds the self-motivation to work together as a collective organization towards a single goal, which is winning.

This film presents a rich scenario for the analysis of Organizational Behaviour concepts. The characters in this story and their relations with each other provide many opportunities to discuss problems that arise in the team. On an individual level, the MARS model can be applied to gain insight into the behaviours of each character at different stages of the movie. Motivation is a clear point of discussion, with certain players lacking the belief in the team and themselves at various points. Herzberg’s model that describes motivation as a product of ability and opportunity (M = A x O) helps to understand these individual struggles. For example, certain players do not have the ability to succeed during the first game as they have only just started playing. We can see the importance of role clarity as the team improves when the players

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 become more certain of their roles, leading to better coordination and increased motivation. Gridiron Gang also demonstrates the effect of situational factors on individual behaviour through both the harsh realities the players are living and dealing with each day and also the support, and lack thereof, from the prison institution.

Aside from the explicit analysis of individual behaviours, the film also presents issues relating to leadership. The character of the coach can be analyzed through the lens of leadership theories to explain many of the various positive and negative organizational outcomes in the movie. The Transformational Leadership perspective is extremely applicable in these analyses, as the coach’s primary goal is to create positive change in the lives of his players. His ability to communicate his vision and also build commitment to it changes significantly throughout the plot, and can be used as an indicator for the team’s success. Additionally, his personal attributes clearly affect the team’s motivation and commitment as is displayed by his outburst at the first game.

In the final submission of our project, we intend to list the facts of the movie in a chronological and unbiased way. Providing an analysis of the team dynamics prior to and following the identified situation, we will also discuss our inferences and perspectives on the events, what the main problems appear to be, possible root causes, and provide a brainstorm of solutions. Following that, we will decide on and argue for what our team recommends as a course of action and how it might play out. Finally, we will summarize what OB concepts we believe are supported or refuted by the plot and discuss how this assignment has impacted our learning as individuals.

Fixes

-make sure all concept names are synced

-double check APA style for sources

-double check that our “leadership model” fits our topics

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