



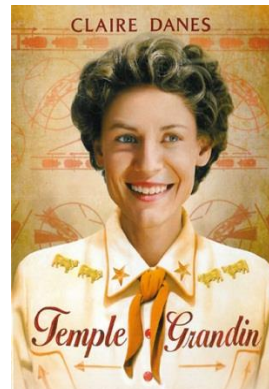
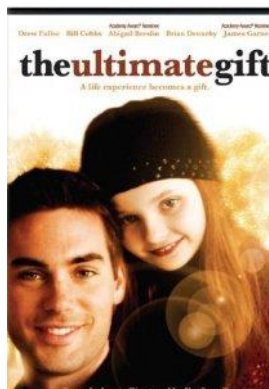
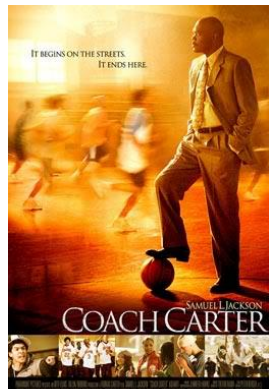
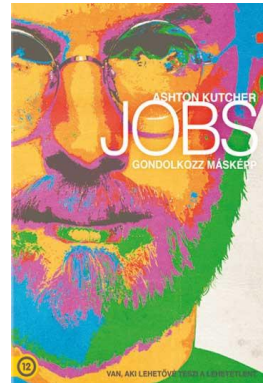
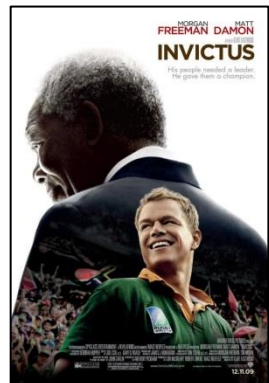
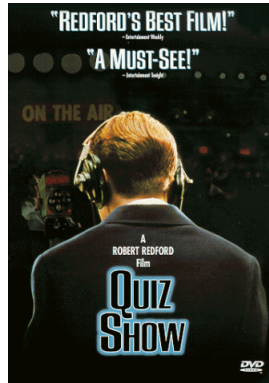
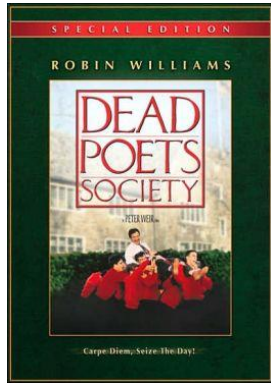
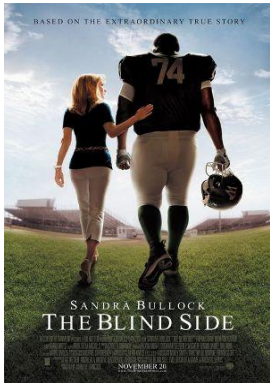
LEARNING LEADERSHIP THROUGH FILM

Becoming a Faithful Leader

Michael Zigarelli

Recommended Movies for this Study

[download the discussion questions for these movies](#)



Alternative Movies for this Study

[download the discussion questions for these movies](#)

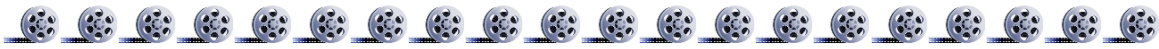
12 Angry Men
12 O'clock High
13 Days
Braveheart
Captain Phillips
Chariots of Fire
Courageous
Facing the Giants
Fireproof
Freedom Writers
Gandhi
Iron Lady
The Jesus Film

Lean on Me
Lincoln
Miracle
The Miracle Worker
Mr. Holland's Opus
Moneyball
Norma Rae
Remember the Titans
Shadowlands
Searching for Bobby Fischer
Shattered Glass
Stand and Deliver
Wall Street

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How This Study Works



This is a ten session, self-paced study intended to help you develop into a more effective leader. You can complete it alone or with a friend or with an entire group or class. The design permits you to customize it to your needs.

Rather than build leadership skills, though, this study intends to build leadership *character*, since the latter is a prerequisite for proper use of the former. We can all think of leaders in our life and throughout history who have had the necessary skills but not the necessary character to lead, culminating in poor or even disastrous results. It happens in the political arena, in the workplace, in our schools, on our ball fields, in our churches, in our homes and in many other contexts.

We might also have known some leaders who are exemplary role models of both character and influence. That's the target, to grow in that direction—to develop a God-honoring inner life that naturally results in a more effective outer life, more effective leadership of individuals and teams and organizations. The target is to become a “faithful leader.”

As you can see, what you're about to embark on is not traditional leadership training, but a personal development experience. And it's built on stories, movies to be more exact. Through this entertaining approach, we hope you'll catch an inspiring vision for what it means to be a faithful leader—a person who leads others by following God. There are many resources connected to this study, most of them free, to help you pursue that vision in whatever depth you'd like.

Our premise is this: There's a different basis on which we can lead, at work, at home or anywhere else. For those who want to make a difference in the world, or at least the small corner of the world to which you're called, it's time to begin that journey.

First, though, some quick logistics.

How This Works and What You'll Need

Essentially, this study works however you'd like it to work. It's got a flexible format that permits you to tailor it to your needs and interests. Skip around, select alternative movies, spend as much or as little time as you want on a topic.

There is a recommended structure to it, though: Watch the teaching video, study the suggested readings, enjoy the movie or movies that correspond to the topic, and complete the “experiential exercise.” You can also go further with any of the topics in this study through the “Digging Deeper” materials.

Most of the readings for this study are online and freely available. However, one important resource is not free, Richard Foster’s book *Celebration of Discipline*, so for the complete experience, you’ll need to purchase or borrow that.

Also, for upper level undergraduates, grad students and professionals, you’ll see that we recommend several leadership articles from *Harvard Business Review*. Harvard permits access to four free articles per month, so you can read these for no charge if you [create an account here](#) (no credit card required) and then use their search box to find the articles.

The centerpiece of the study, though, is the movie collection. That’s why we call it “Learning Leadership Through Film.” Find the most convenient method to access each movie (Netflix, Amazon Prime, rent or buy the DVD, etc.) and then watch closely. For each movie, you’ll also find [downloadable discussion questions](#) for classroom or personal use. It’s best to review these discussion questions before watching the movie, so you’ll know what you’re looking for. Then, as the movie runs, take some good notes under each question.

Of course, this is not how we normally watch movies. We sit back and we’re entertained by them. But if you treat the movies in this study that way, you may miss something important—the specific connections to the leadership topic you’re exploring.

So our advice is that you do more than break out the popcorn and watch some movies. Instead, while you’re munching, *study* the movies. The leaders we consider are not always ideal role models; many of them struggle just as we do. But to enhance your learning, put yourself in the shoes of these protagonists. Examine their situation in light of the teaching and readings for that topic. In doing so, you’ll glean much more and, if you’re completing this study with others, you’ll have more valuable insights to offer them.

The point is this: There are essential leadership lessons in each of these movies. Try not to let them become obscured by reducing this experience to mere entertainment.

Okay, enough of the previews. Let’s get to our feature presentations.

WEEK 1

Faithful Leadership: Why is This Difficult?



ACTIVITY 1: View [“The Case of ‘Successful’ Sam”](#) and reflect on and/or discuss two questions: “What dysfunctions do you see in Sam’s life and leadership?” and “What do you think has shaped his thinking about how to lead at work and at home?” (in Week 10 of this study we will deal with the question of “what should Sam do?” so hold off on that for now).

ACTIVITY 2: After considering the Sam video, watch the Week 1 teaching video, [“Faithful Leadership: Why is This Difficult?”](#) for some perspective about what may shape our leadership style and decisions. Reflect on and/or discuss the concepts presented in this video.

EXPERIENTIAL EXERCISE: During the next 24 hours look for the hidden or underlying messages around you. Consider advertisements, movies, TV shows, magazine articles, music lyrics, YouTube, Facebook friends, and so on, and compare the underlying assumptions to what might be a Christian or Biblical worldview. If possible, discuss your observations with at least one other person.

DIGGING DEEPER

On worldview and cultural influences:

- *Naming the Elephant* and *The Universe Next Door*, James Sire
- *Total Truth*, Nancy Pearcey
- [“The Pied Piper of Peoria,”](#) Michael Zigarelli
- *The Screwtape Letters*, C.S. Lewis, Chapter 10

WEEK 2
FAITHFUL LEADERSHIP: WHAT DOES IT LOOK LIKE?

Humility, Not Pride

From Self to Service

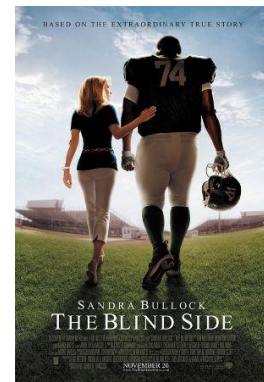


ACTIVITY 1: Watch the Week 2 teaching video, "[Faithful Leadership: Humility, Not Pride](#)," to examine what this looks like in a leader.

ACTIVITY 2: Read the following excerpts and reflect on or discuss the authors' ideas. These are insights that have benefitted many over the past several decades.

- "[The Great Sin](#)," C.S. Lewis, from *Mere Christianity*
- "[Must I Listen?](#)" Oswald Chambers, from *My Utmost for His Highest*

ACTIVITY 3: Watch the movie *The Blind Side*, taking notes based on these [discussion questions](#). If possible, discuss your observations with at least one other person.

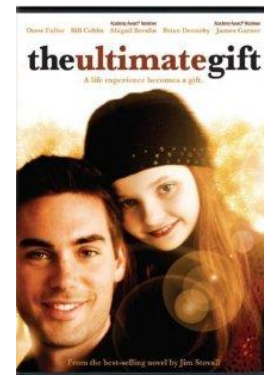


EXPERIENTIAL EXERCISE: Complete three estimates of pride that you heard about in Activity 1: (1) your signature, (2) how much other people's pride (boasting, me-first attitude, snubbing you, etc.) bothers you and (3) the 10-question pride estimate. Reflect on and/or discuss the results.

DIGGING DEEPER

How to grow humility:

- Read *Celebration of Discipline*, Richard Foster, Chapter 9
- Watch the movie *The Ultimate Gift*, taking notes based on these [discussion questions](#). If possible, discuss your observations with at least one other person.
- Experiential Exercise: Perform some type of significant but hidden service (see *Celebration of Discipline*, Chapter 9) and reflect on the experience.



Some other movies to examine humility and servant leadership:

- [The Jesus Film](#)
- Mr. Holland's Opus
- The Miracle Worker

Other readings on humility and pride:

- *The Screwtape Letters*, C.S. Lewis, Chapter 14
- "[Benedict's twelve steps to humility](#)" (520 AD) and an application of these steps to leadership: "[Leading with the Head Bowed Down](#): Lessons in Leadership Humility from the Rule of St. Benedict of Nursia" by Corne Bekker

WEEK 3
FAITHFUL LEADERSHIP: WHAT DOES IT LOOK LIKE?

Encouragement, Not Judgment

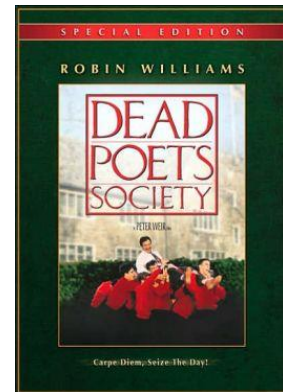
From Criticism to Compliments



ACTIVITY 1: Watch the Week 3 teaching video, “[Faithful Leadership: The Power of Encouragement](#),” to examine the theology and practice of encouraging others.

ACTIVITY 2: Watch the movie *Dead Poets Society*, taking notes based on these [discussion questions](#). If possible, discuss your observations with at least one other person.

EXPERIENTIAL EXERCISE: When you get dressed in the morning, put five coins in your right pocket to remind you to compliment or encourage at least five people that day. Then, with each encouragement, move one coin from your right pocket to your left pocket, ensuring that all five are in the left pocket by the end of the day. Reflect on the experience and repeat it with a few more coins the next day.



DIGGING DEEPER

- Encouragement in leadership: *Encouraging the Heart* (James Kouzes and Barry Posner, 2003). Here is [an excerpt](#).
- Encouragement in a team or group: [A team-building exercise](#)
- Encouragement in everyday life: [A practical sermon about encouragement](#) from North Point Community Church

Other movies to examine encouragement in leadership:

- Stand and Deliver
- Freedom Writers

WEEK 4
FAITHFUL LEADERSHIP: WHAT DOES IT LOOK LIKE?

Integrity, Not Duplicity

From Crafty to Credible



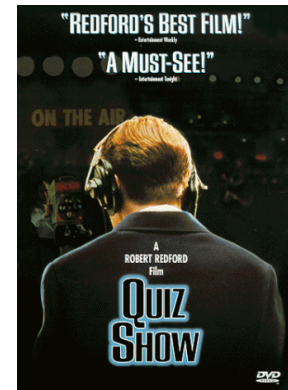
ACTIVITY 1: Watch the Week 4 teaching video, "[Faithful Leadership: Integrity, Not Duplicity](#)," to examine the science and the scriptures pertaining to honesty.

ACTIVITY 2: Read the following for potential answers to the question posed at the end of the video from Activity 1. Discuss with others, if possible.

- Read "Why Be Honest if Honesty Doesn't Pay?" (*Harvard Business Review*, September 1990) with special attention to the first three pages.
- Read "[The Fire and the Calf](#)," Rev. Phillips Brooks, preached in London, 1883

ACTIVITY 3: Watch the movie *Quiz Show*, taking notes based on these [discussion questions](#). If possible, discuss your observations with at least one other person.

EXPERIENTIAL EXERCISE: For 24 consecutive hours, do not misrepresent or exaggerate anything to anyone. Reflect on the experience. (Alternative, if you think this exercise would get you into too much trouble: For 24 consecutive hours, count the number of times that you feel tempted to misrepresent or shade the truth about something.)



DIGGING DEEPER

Article: "What Followers Expect from Their Leaders," James Kouzes and Barry Posner, *Management Review*, 1990

Other movies to examine integrity in leadership and life:

- Wall Street
- Fireproof
- Shattered Glass

WEEK 5
FAITHFUL LEADERSHIP: WHAT DOES IT LOOK LIKE?

Reconciliation, Not Revenge

From Payback to Patience

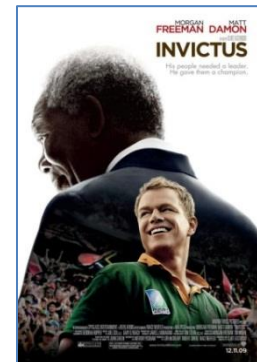


ACTIVITY 1: Watch the Week 5 teaching video, “[Faithful Leadership: Reconciliation, Not Revenge](#),” to examine the temptation to retaliate.

ACTIVITY 2: Read the following perspectives from the 15th and 19th centuries. Discuss with others, if possible.

- “[Time-Honored Advice for Coping with Your Boss](#)” adapted from Thomas à Kempis, *The Imitation of Christ*
- “[The Hardest Prayer of All: Praying for Our Enemies](#)” Rev. G.D. Watson, from *Soul Food*

ACTIVITY 3: Watch the movie *Invictus*, taking notes based on these [discussion questions](#). If possible, discuss your observations with at least one other person.



EXPERIENTIAL EXERCISE: Attempt to pray in earnest for at least five minutes for someone you dislike. Reflect on the experience.

DIGGING DEEPER

Other movies to examine reconciliation and patience in leadership:

- Gandhi
- 13 Days
- Remember the Titans
- 12 Angry Men

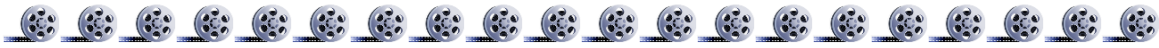
Other resources on conflict and its resolution:

- *The Screwtape Letters*, C.S. Lewis, Chapter 3
- *Getting to Yes: Negotiating an Agreement Without Giving In*, Roger Fisher, William Ury, and Bruce Patton. See also the sequel, *Getting Past No*.
- Video: “[Ten Commandments for Difficult Conversations](#)”

WEEK 6
FAITHFUL LEADERSHIP: WHAT DOES IT LOOK LIKE?

Passion, Not Passivity

From Complacency to Commitment

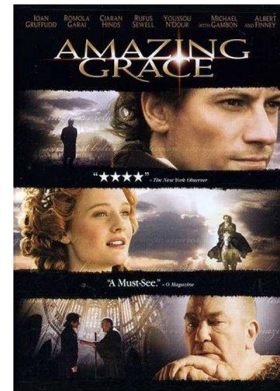


ACTIVITY 1: Read “Level 5 Leadership” (*Harvard Business Review*, July 2005) considering closely the author’s scientific conclusions about what makes an effective leader. Discuss with others, if possible.

ACTIVITY 2: Watch the Week 6 teaching video, “[Faithful Leadership: Passion, Not Passivity](#),” to examine the science and scriptures on passion (i.e., zeal, drivenness, determination) in leadership.

ACTIVITY 3: Watch the movie *Amazing Grace*, taking notes based on these [discussion questions](#). If possible, discuss your observations with at least one other person.

EXPERIENTIAL EXERCISE: Starting with your “passion” areas, complete the “Career Clarification Exercise” (Appendix 1) to identify potential new directions for your career. Be sure to identify only those directions that are within the intersection of these circles (i.e., that are consistent with your passions, strengths, and resource needs).



DIGGING DEEPER

Other movies to examine drivenness and determination in leadership:

- Lincoln
- The Iron Lady
- Braveheart

WEEK 7
FAITHFUL LEADERSHIP: WHAT DOES IT LOOK LIKE?

Excellence, Not Mediocrity

From Quantity to Quality



ACTIVITY 1: Watch the Week 7 teaching video, "[Faithful Leadership: Excellence as a Way of Life](#)," to examine the theology of excellence.

ACTIVITY 2: Read the following and, if possible, discuss the authors' ideas with others.

- "[Do Your Job as Jesus Would Do It](#)," Dallas Willard, excerpted from *The Divine Conspiracy*
- *Celebration of Discipline*, Richard Foster, Chapter 5 (especially his proposed "Four Steps")
- "How the Best Get Better and Better," *Harvard Business Review*, June 2008

ACTIVITY 3: Watch the movie *Akeelah and the Bee*, taking notes based on these [discussion questions](#). If possible, discuss your observations with at least one other person.

EXPERIENTIAL EXERCISE: Select any reading from this week and attempt to put its ideas into practice for at least 24 hours, ideally longer. Reflect on and/or discuss your experience.



DIGGING DEEPER

Article: "The Making of an Expert," *Harvard Business Review*, July-August 2007

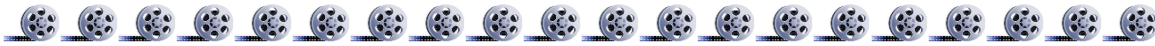
Other movies that illustrate the pursuit of excellence:

- Facing the Giants
- 12 O'clock High
- Captain Phillips
- Searching for Bobby Fischer
- Chariots of Fire

WEEK 8
FAITHFUL LEADERSHIP: WHAT DOES IT LOOK LIKE?

Simplicity, Not Overload

From Frenetic to Focused

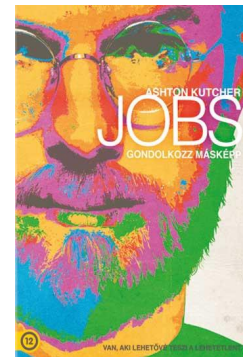


ACTIVITY 1 (individual simplicity): Watch the Week 8 teaching video, “[The Epidemic of Overload](#)” and read about a Biblically-based solution in *Celebration of Discipline*, Chapter 6 (with special attention to the first half of the chapter).

ACTIVITY 2 (organizational simplicity): Watch the brief video “[Simplicity as Competitive Advantage](#)” and read “Simplicity-Minded Management” (*Harvard Business Review*, December 2007) to examine how focusing and streamlining an organization generates better long-term performance.

ACTIVITY 3: Watch the movie *Jobs*, taking notes based on these [discussion questions](#). If possible, discuss your observations with at least one other person.

EXPERIENTIAL EXERCISE: Complete the “24 Hour Time Audit” (Appendix 2; for better results, complete this for two or three consecutive days). Identify areas where you may be investing too much or too little time and consider how you may simplify, doing “fewer things with more excellence.”



DIGGING DEEPER

Articles:

- “Overloaded Circuits: Why Smart People Under-Perform,” *Harvard Business Review*, January 2005
- “The Real Leadership Lessons of Steve Jobs.” *Harvard Business Review*, April 2012

Other movies that illustrate leadership that is intensely-focused:

- *Miracle* (2004)

WEEK 9
FAITHFUL LEADERSHIP: WHAT DOES IT LOOK LIKE?

Courage, Not Fear

From Worried to Willing

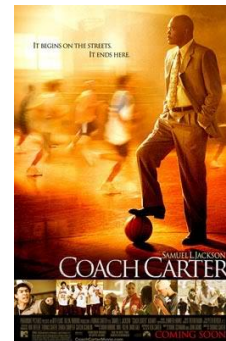


ACTIVITY 1: Watch the Week 9 Teaching Video, “[Faithful Leadership: Courage, Not Fear](#)” for an overview of why courage is essential to leading change.

ACTIVITY 2: Review and discuss these brief resources:

- Read the article [Every Great Leader Has This Quality](#) (*Forbes Magazine*)
- View the video [Dealing with Resistance to Change](#) on having the courage to remove or re-assign people who resist change efforts (John Kotter, Harvard Business School). To what extent do you agree with the speaker’s conclusions?

ACTIVITY 3: Watch the movie *Coach Carter*, taking notes based on these [discussion questions](#). If possible, discuss your observations with at least one other person.



EXPERIENTIAL EXERCISE: Do something outside of your comfort zone (not unsafe, please) and reflect on and/or discuss the experience and the outcome.

DIGGING DEEPER

How to grow your courage:

- Watch the movie *Temple Grandin*, taking notes based on these [discussion questions](#). If possible, discuss your observations with at least one other person.
- Experiential Exercise: After watching the movie *Temple Grandin*, identify something at work, at school or at home where fear may be limiting you. Try to reframe that fear as a “door of opportunity” and reflect on what that might mean and what kind of outcome might result.



Other movies to examine courageous leadership:

- Norma Rae
- Moneyball
- Lean on Me
- Shadowlands
- Courageous

WEEK 10

Faithful Leadership: How Do I Get There?



ACTIVITY 1: Watch the Week 10 teaching video, “[How Change Happens.](#)” It presents a model that applies to any kind of change, including character development and leadership development.

ACTIVITY 2: Read Chapter 1 in *Celebration of Discipline* and consider the connections to the change model presented in Activity 1.

ACTIVITY 3: View again “[The Case of ‘Successful’ Sam](#)” (originally viewed in Week 1) and discuss what Sam should do if he’s serious about making permanent progress in his faith life and as a leader. Try to apply the lessons from Activities 1 and 2. Then [listen to a classroom discussion of this case](#), which is also the capstone lecture for this study.

DIGGING DEEPER

- *The Spirit of the Disciplines*, Dallas Willard, especially Chapter 1, “The Secret of the Easy Yoke”
- “[A Better Way to Think About Prayer](#),” adapted from David Steindl-Rast, *Gratefulness: The Heart of Prayer*
- “[Why You Are Not Making Spiritual Progress](#),” William Law, from *A Serious Call to the Devout and Holy Life* (1728)
- “[Gratitude: Pathway to Permanent Change](#),” Michael Zigarelli, from *Cultivating Christian Character*
- Complete any or all of the character assessments at www.Assess-Yourself.org

APPENDIX 1

The Career Clarification Exercise

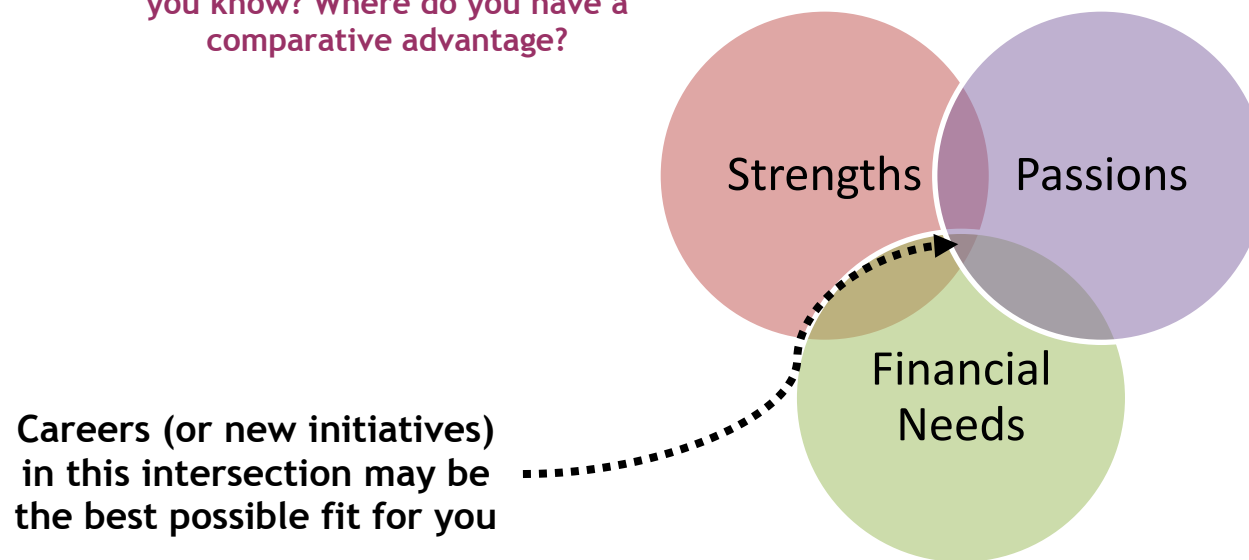
Using the diagram below, and starting with your “passion” areas—what you love to do or what you care about deeply—try to identify some potential career directions (or new initiatives within your current career). Pursuing the intersection of these three realms is a practical and powerful way to gain both vision and inspiration.

Strengths

Where are you gifted? What can you do better than most people you know? Where do you have a comparative advantage?

Passions

What is it that you love to do? Or, are there some causes that you care about very much?



Careers (or new initiatives) in this intersection may be the best possible fit for you

Financial Needs

What will pay the bills? What level of income is required to care for your needs and those of your dependents?

APPENDIX 2

24 Hour Time Audit

Time	Activity	Sleep	Meals	Hygiene	Other -----	Other -----	Other -----	Other -----
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10:30-10:45								
10:45-11:00								
11:00-11:15								
11:15-11:30								
11:30-11:45								
11:45-12:00								
Total time for each type of activity								
Preliminary conclusions about your allocation of time								

Christianity 9 to 5

For more resources like this one, please visit us at
www.Christianity9to5.org



Michael Zigarelli is a Professor of Leadership and Strategy at Messiah College in Pennsylvania, and the former the Dean of the Regent University School of Business. He is the author of several books, including *Influencing Like Jesus*, *Management by Proverbs* and *Cultivating Christian Character*. Michael is also the creator of Christianity9to5.org and Assess-Yourself.org. Contact him at mzigarelli@messiah.edu