

Oel ngati kameie

(Na'vi for "I see you.")

Leadership roles in the movie

AVATAR

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Introduction

Avatar, a motion picture written, directed, produced and co-edited by James Camron, became a box office mega-hit the Christmas of 2009. It became the highest-grossing film of all time, blowing Titanic out of the water (no pun intended) and was named the best-selling film of 2010. It was nominated for nine Academy Awards and won THREE; for Best Art Direction, Best Cinematography, and Best Visual Effects. No one is likely to argue that Avatar is one of the most visually exciting and beautifully made movies of all time. And for its loyal fans, James Camrons' promise of FOUR sequels is *pamtseo* (Na'vi for music) to their ears. (Worldpress 2016)

However, if you look beyond Pandoras' lush fauna, the Na'vi people and their strong beliefs, and the unobtainium mines of The Resources Development Administration; you will discover that Camron gifted his audience with several lessons of strength and leadership along with strong characters to fulfill those noteworthy rolls. Throughout the film, we hear Jake and Neytiri say to each other "Oel ngati kemeie," which means "I see you" in the Na'vi language. (Fandom 2016) This simple phrase means more than what one might think. "To see" someone means more than the physical sense of vision to the Na'vi. "To see" is a cornerstone of Na'vi philosophy. It is to open the mind and heart to the present..." (McAlpine 2014). It means to understand or "get" someone. Simply put, it means to be fully present with that person, as if in that moment they are the most important person in the world to you. Letting that person know that what they say or how they feel matters most to you. It means that you are listening and you want to understand. It is giving them your utmost respect and understanding before ever EXPECTING anything similar in return. It is establishing their trust in you and earning their admiration. It is the first step to creating a true leader.

For myself, Avatar was one of those few select movies that I had to watch more than once to completely understand and grasp all that the movie had to offer outside of the amazing visual affects and cinematography. There is so much content, so much feeling, so many lessons and teachings of leadership and fellowship. At first glance one might think that Jake, the movies main, most featured character, would be the only character Mr. Cameron would choose for such strong traits; not so. You will find that there is a gamut of leaders throughout this movie. There is a diverse collection of characters from all walks of lives, in different professions, and with different beliefs that have various leadership roles and qualities that can be and are quite strong and admirable.

In this movie, we learn that some leaders lead by brute force and intimidation. They choose to scare or manipulate their adversaries. There are some that talk fast and make empty promises or flash cash and other treasures to woo their followers. Then there are some leaders that will take the time to learn to see the world through the eyes of their followers. They learn

their language and share like skills. Some leaders understand that much like all the trees on Pandora, most all things are connected and you must respect that connection. Not doing so could interrupt the balance of one thing and can cause a huge disruption to many more. We learn that another leader acknowledges and respects the differences of those he leads AND those he fears, he may not like it, but he does so because that is how he was taught. Then we find another leader who does not discount someone for a mission because of their outward disabilities. Because what it really comes down to is whether or not they have the HEART for the mission. But most importantly, we learn of a leader that is humble and knows that in order to successfully lead he must be willing to submit, learn, and first be a "follower" so that someday he can overcome and BECOME THE LEADER.

Please join me and my fellow team members as we take you on a journey and explore the lives of six Avatar characters, their movie roles and individual experiences and what leadership qualities they each possess.

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CHAPTER ONE – JAKE SULLY

Written by: Josh Burke

Introduction

The movie Avatar begins with the narration of Jake Sully (played by Sam Worthington) the movie's main character. He shares a quick but brief story of his life, where he is now, why he is there, and what is happening around him. He starts out by explaining that he has heard stories of Pandora his whole life, told by his twin brother Tom. However, before that, we find out that Jake was a marine on earth and sometime during combat he had an accident that left him paralyzed from the waist down and he is now wheelchair bound. Unfairly and unfortunately, due to the low-income he receives from his veteran benefits, he is unable to afford the surgery that would grant him to use his legs again. In the first several minutes of the film we can tell that he wants nothing more than to be able to walk again. Jake's twin brother Tom was a scientist and part of what is known as the Avatar program. This program mixed DNA of humans with that of the local Na'vi. Na'vi are the local humanoid race on Pandora that The Resource Development Administration continues to fight over their land with. The Na'vi are very large, blue human-like beings that have feline-like attributes along with science-fiction-like features. The natives of Pandora believe that all creatures on Pandora are connected through Eywa, the deity that maintains all life and balance on Pandora. Although Eywa is a big part of this movie, I hesitate to dive down that wormhole and explain too much of the story of Eywa just yet. I only mention Na'vi and Eywa because part of Jake's mission is to immerse himself into the Na'vi lifestyle and understand the importance of Eywa. We also get a brief explanation about how Tom, Jake's twin brother, was recently robbed and murdered and unfortunately since the Avatar program is a mix of human DNA with Na'vi DNA, Jake is simply the closest match to Tom's Avatar. ("Jake Sully") This is important as it explains that the Avatar's system and sensory skills are tuned to be an extension of the user's (humans) DNA. Simply put, Jake is the only one whose DNA is close enough to match Tom's Avatar or the Avatar is simply unusable and must be tossed out; costing the program millions of dollars. The RDA actively seeks Jake out to fill his brother's spot and pilot the Avatar unit. They offer Jake quite a bit of money giving him the opportunity to gain the use of his legs again and thus Jake agrees to join the Avatar program in absence of his brother. ("Avatar fact file", n.d.) Now our story begins.

The Journey Begins

Jake begins his journey in Pandora as a follower. Norm Spellman, an Avatar pilot arriving at Pandora the same time as him, and begins by giving him a rundown of everything. Doctor Grace Augustine is the head of the Avatar program and clearly does not approve of Jake joining the Avatar program as he has no training or experience of any kind. Miles Quaritch finds that having a former marine as an Avatar will be useful in getting necessary information about the Na'vi and how to get them to move from the "home tree". At this stage in the movie Jake shows no leadership but does show a few leadership traits. Jake shows that he has good communication skills, a desire to learn, and a strong work ethic; These things together help form Jake as a leader later on. In the early stages of the movie it is heavily foreshadowed that

Jake will be destined for great things. As he travels through the forest at night Neytiri saves his life. We see that the seed of the sacred tree are drawn to Jake and want to protect him. Before Jake can become a leader to the Na'vi he must first learn their ways and gain their trust. Jake gets taken in by the Na'vi where the chief tells Neytiri that she must train Jake in their ways. Jake tells the other scientist about how he has been taken in to learn the ways of the Na'vi. Jake shares the knowledge of the Na'vi's home tree with Miles and Parker explaining the structure of it all in case they must destroy it later. This will cause the conflict that Jake must later rise to and lead the Na'vi people to victory.

Jake Learning from the Na'vi

Jake desires to learn as much as he can about the Na'vi. This helps him to develop the compassion and love for the Na'vi that will help him to emerge as a leader and a hero later. Jake starts by learning the names of those important in the Na'vi community and about Eywa. Jake starts his training with Neytiri by learning to ride a direhorse. This helps open the viewer's eyes and shows that Eywa may actually be an all-powerful being that connects all life together. We learn that Jake must connect with the direhorse almost on a spiritual level to control its movement. This, though it may be minor, demonstrates the abilities Jake possess as a leader. It shows the connection he must make with the direhorse to gain the horses trust. Jake explains that he is annoyed by the things he must learn and the repetitiveness of it all. The language is hard to learn, he thinks the Na'vi spirit of Eywa is just a "tree hugger" sense of things. We do see him starting to gain good graces with the Na'vi and with Grace and Norm.

Jake slowly starts to fall in love with Neytiri and the Na'vi people and now wants to save them instead of getting them to move. After Jake becomes mates with Neytiri they awake to find human bulldozers destroying the forest. Jake takes matters into his own hands and attacks a bulldozer to make them stop. Miles and Parker recognize Jake through the camera and stop the Avatar program after that. Jake finds out about the attack RDA is planning and begs Parker to allow him more time to talk to the Na'vi and get them to leave the home tree so that they do not die. Parker gives Jake one hour to talk to them, but even as he begs his Na'vi brothers and sisters he fails in getting them to leave. He loses the Na'vi's trust as they find out he knew this would happen all along. The home tree gets blown to the ground and Jake feels as though this is entirely his fault, and to some extent it is. Jake realizes what he has caused and wants to ensure that the Na'vi no longer have to worry about the sky people (humans) coming and destroying their world for minerals. Jake gets taken back out of the Avatar, unable to help the Na'vi in his human form Jake, Norm, Grace and Trudy (the pilot) take the Avatar portal and move it to a new location so that Jake can get back in his Avatar and help the Na'vi defeat the RDA. Everything up unto this point builds Jake to become the leader he will soon become. Before he could become that leader he had to learn the people, learn the land, and gain their trust. Now after falling in love, Jake has a motive to rise and protect the Na'vi. Jake must once again prove his loyalty to the Na'vi after helping set up the attack on home tree but ultimately will succeed. As Jake slowly emerges as a leader, he and the Na'vi continue to fight for their home.

Jake Rises as a Leader

Now that Jake has fully understood the Na'vi and the world in which they live he must emerge as a leader to save the woman he loves and the world of Pandora. Jake realizes he must unite all of the Na'vi tribes and to do that he must make a huge risk. Jake knows to gain the trust of Na'vi he must sacrifice absolutely everything in order to save their people. How can you gain their trust again though? Jake becomes the sixth Na'vi ever to tame a Toruk. This not only shows the Na'vi that Jake is willing to risk everything in order to save them but also that Eywa has chosen Jake to help save them. Jake at this time is still not a leader but proves that he wants to be and should be. Jake ask the Na'vi to fight with him to save their people. Tsu'tey (the new leader of the Na'vi clan) agrees to fight with Jake against the sky people. Jake shows mixed signs of Democratic and Authoritarian leadership styles here. He shows democratic in the sense that he does not actually have any followers at this point but ask for the Na'vi as a whole to help him achieve the goal of protecting them. He shows authoritarian leadership in the fact that he has a vision of how he wants the attack to go and has no discussion in figuring out a tactic to face the sky people rather just needs Na'vi to help him execute his plan. At this point, he is driven as a task-oriented leader as well. He shows that he needs to unite the four clans of Na'vi against the sky people and will stop at nothing to ensure he can save the Na'vi people and the woman that he loves.

Charismatic and Transformational

Jake becomes a visionary leader. He has this notion that he can help save the Na'vi but to do so he must get the rest of the Na'vi to believe that he can do so. He begins spreading his vision by obtaining the one thing that has brought all the Na'vi together before; a Toruk. Previously in the movie we see a scene where Neytiri and Jake are talking about a skull that was mounted. Neytiri tells of how her grandfather's grandfather was the last to tame a Toruk and he was only the fifth Na'vi to ever do so. She goes on to mention that when he did so he united all the Na'vi tribes together for one cause. This clearly makes an impact on Jake for when he realizes he must rise and lead the Na'vi people from certain doom his vision was to unite the four tribes together and to do so he needed a Toruk. The Toruk was needed more as a sign to all the Na'vi that Jake was going to unite all of them together to help save their world. He had to start with a vision others would back. Saving your own race and the world is easy to support, but to follow a sky person to lead you to that was something a little harder. With the help of Eywa and the Toruk, Jake is able to rally the entire Na'vi group and push his vision even further. Jake's vision gave the Na'vi hope for a better tomorrow. To me the Toruk represents more than a giant creature that flies above; the Toruk to me is a sign of hope, like the mythological creature of the phoenix. Though the phoenix is a fiery bird I can't help but picture the phoenix in the Toruk's design. We have an orange flying beast, the Toruk is mythical in a sense that it has been tamed very few times and when it has been tamed it has helped change the Na'vi. When all is lost and shattered into ashes Jake and the Toruk came and reignited the spark in the Navi people. Jake realized that the Toruk was what he needed the lift the spirits of the Na'vi and unite everyone under one vision.

Jake's Passion

Jake not only got people to follow him because of a Toruk but he was passionate about what he wanted to achieve. Jake risked everything in order to prove to the Na'vi that he meant everything he said. He lit a fire inside of the Na'vi, a fire that would grow to the point of inspiration. A point where the Na'vi would forget that Jake started this all and would follow Jake to end what he began. Passion can help take a group of people and make the impossible possible. We have seen the passion great leaders have had and the impact it has brought throughout history. Passion drives people to listen to you, to follow you and to fight for you. (Morgan, n.d.) Great leaders know that to get people behind them they must have passion; Jake knew this also and he uses this to help gain the followers he needs to save the Na'vi.

Organizational Leadership

The final type of leadership I would like to talk about is the organizational leadership Jake shows. The symbolical and cultural change Jake brings to the Na'vi is shown in some of his leadership. Primarily, a sky person is to never step foot in the home tree. Eywa has already given the Na'vi a sign that Jake is important and due to Eywa choosing Jake he is not only allowed to stay in home tree but to learn the Na'vi's ways. Though Jake is not a leader yet we still see that he possesses those leadership traits and has changed the thoughts and ideas of the leaders around him. After this we see him make another change to the way leaders respond to sky people after he goes through the ritual of becoming a man through the Na'vi and being accepted as one of their own. Due to Eywa choosing Jake to rise and become a leader, the Na'vi had to change their entire rule set to allow a sky person to do this. Finally, we see Jake being brought to the tree of souls. Even for the Na'vi this one shocked me when watching the movie. After hearing how sacred it was, it was odd that they would allow an outsider to see and visit the tree of souls. Clearly Jake made a positive impact on the leader of the Na'vi. To make things even more interesting is that the tree of souls is where Jake rises as a leader. Jake completely immersed himself in the culture of the Na'vi, changed their opinions of sky people (Avatars), and rose to become a leader in the Na'vi's most sacred places on Pandora. At this point, Jake not only feels like a leader to help save them but almost as a spiritual guide for Eywa to teach the Na'vi.

Jake is a Public Speaker

The scene at the tree of Souls is a great scene, though it is hard to look at leadership with the Na'vi through what we have learned as most of our focus has been on business's. Jake emerges as a leader to an entire clan; This is not a company where he is saying ok these are our goals and this is what we must do to meet our quotas. Jake rises as a leader to save a clan of Na'vi from certain doom. It almost has a Moses freeing his people from Egypt and delivering them to safety feel to it. In the scene where Jake rides in on his Toruk we see him ask permission to speak to all the Na'vi and inspire them to help. This is where we see Jake emerge himself as a public speaker; rallying the four clans together to fight for one cause. He doesn't have a talk with the chiefs of each clan, we see him get everyone in the clans rallied behind him and fired up. Every Na'vi wanted to help and was passionate about helping. Though we only see what he says to his clan, we can only imagine that Jake is a good public speaker. A great leader

must be able to address the public and get the public to back him. ("Why Is Public Speaking Important?", 2013)

Jake's Transformation Through Maslow's Hierarchy

I want to use Maslow's Hierarchy of Needs to help show part of his transformation. We start with Physiological needs. Basic food, water, and air. Jake never shows anything that would go against the fact that he has continued to maintain this level with ease through the entire movie. Next, we have safety needs; structure and order is well maintained throughout the entire order with a chain of command. This is not shaken up until Jake considers himself to be a Na'vi and they become endangered thus forcing Jake to rise and become a leader. The belongings and love needs area of Maslow's Hierarchy we see change throughout the movie. At the beginning, Jake has no one; the scientists do not like him, the Na'vi do not like him and the marines find him to be useless. Miles is the only one that likes him at first but that is just because Jake has access to information he wants. Throughout the movie, we see Jake gain the trust of the scientist and the Na'vi while losing all trust with Miles and Parker. Midway through the movie he loses the trust of the Na'vi but will gain it back later as he rises to a leader. His self-esteem needs go from absolutely none in the beginning to having a high self-worth and high respect for the Na'vi around him. With this we see him end the movie with one of the greatest achievements possible and a reputation that will live with the Na'vi for a long while. The final tier we will talk about is Self-actualization needs; Jake realizes his potential in the ability to become a Na'vi and save the Na'vi people. Jake succeeds and fills this final block of Maslow's Hierarchy. Though the blocks are not filled in that exact order nor are they maintained the entire time Jake does fill all the needs in the hierarchy. (McLeod, 2016)

Conclusion

Jake rises to become one of the most inspirational leaders in a movie from recent years. In parts, it seems as though we do not fully understand the character or his motives as not much back story is covered in the movie. I personally find Jake's character to be a little shallow in areas and this makes it kind of hard to connect with him on some of his decisions. ("Avatar and the Broken Main Character", n.d.) Jake does everything a leader could possibly do right. Jake starts at the bottom by learning everything he can about the Na'vi, you must learn and understand first if you ever hope to teach and be understood. ("5 Leadership Lessons", 2014) He gets emerged by the respect and love they show toward one another and the nature around them. As Jake works at becoming a Na'vi we see that the cultural difference is tough at first but he adapts and becomes one of them. Jake is able to address the public and sway them to rally behind him. He is also able to share a vision to save the Na'vi and run the sky people completely out of Pandora. We watch Jake completely evolve into the leader he is. We watch him fall in love with the world around him and Neytiri. The passion that is behind his decisions grows stronger as the movie progresses. This movie has a very similar style to Dances with Wolves and has been known as simply the space version of Dances with Wolves. Jake basically becomes anointed leader; Eywa chooses Jake thus making it religious and sacred to the Na'vi. At the end, we see Tsu'tey die and this marks the second chief of the Na'vi clan to die while Jake is there. I can only imagine that in the next installment of the movie Jake will become the chief of the Na'vi or at least hold a very high leadership position. It will be really fun and cool to see what

James Cameron decides to do with the next few movies. I can't wait to see more of the world and hopefully we can get a little more back story behind Jake. It would be really great to know what all he has been through, how close he was to his brother and more behind what makes him tick. I really feel as though these things will help us better understand why he made certain decisions and what keeps him passionate. We can obviously tell that love for Neytiri drove the majority of this movie. Jake overall makes a great public speaker and shows some great leadership qualities. His motives seem to be lacking in some areas but overall, he got the job done and saved the Na'vi people.

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CHAPTER TWO – COLONEL MILES QUARITCH

Written by: Mark McCormick

Introduction

The blockbuster movie Avatar was released on December 18, 2009. Directed by James Cameron, this movie boasted the record of the top-grossing film of all time. Avatar is a science fiction film set in the year 2154. The movie introduces you to a moon called Pandora which is inhabited by species unseen on Earth including humanoid beings called Na'vi. The company Resources Development Administration (RDA), led by Parker Selfridge, has come to Pandora to mine the mineral Unobtainium, a very profitable substance essential for Earth's survival. They have constructed a base of operation termed Hell's Gate which is completely surrounded by a wall to protect against the wildlife and the Na'vi. RDA has also employed a team, commanded by Colonel Miles Quaritch, to provide security for the mining operations. Because of the harsh environment and the toxic atmosphere on Pandora, it is very dangerous for humans to forge beyond the confines of Hell's Gate. To overcome this obstacle, humans have developed the technology to create hybrid Human/Na'vi beings, called Avatars, by using both human and Na'vi genetic DNA. RDA has invested millions of dollars in this program to create and control the Avatars. The program is directed by Dr. Grace Augustine and is comprised of other Avatar drivers which will later include Jake Sulley and Norm Spellman. In the past, Dr. Augustine had developed a relationship with the Na'vi in which she was teaching them English and human ways. At one point, she had convinced RDA to build a school for the Na'vi to learn in. Though the school was later closed down after several Na'vi children were killed by RDA security forces. This, along with the continued growth of the mining operations and destruction of the ecosystem has led the Na'vi to become more and more hostile to the humans.

Resources Development Administration has discovered that the village of a local Na'vi clan, the Omaticaya, is sitting atop massive deposits of Unobtainium. The village, known as Hometree, contains a massive tree in which the Omaticaya live. RDA's mission is to persuade the Na'vi to move from this location. While on an assignment with Grace and Norm to study the ecosystem, Jake ends up being separated from the team. Subsequently, Jake Sulley winds up encountering Neytiri, a member of the Omaticaya clan. Neytiri leads Jake to the Omaticaya village where he is taken in by the clan. Neytiri is then directed by Eytukan, the clan's leader, to teach Jake the Na'vi way of life. After learning that Jake has been welcomed by the Omaticaya, Parker Selfridge and Colonel Quaritch give the Avatar team three months to gather intel and sway the Na'vi clan to relocate from Hometree, otherwise they will be forcefully relocated.

Colonel Miles Quaritch

The focus of this essay is to introduce the leadership style of Colonel Miles Quaritch. Colonel Quaritch is the chief of security for Resources Development Administration at the Hell's Gate facility on Pandora. With an extensive military background, Colonel Quaritch boasts an Authoritarian leadership style throughout the movie. During a speech given to new security members, the Colonel said "You are not in Kansas anymore. You are on Pandora, ladies and gentlemen. Respect that fact every second of every day. If there is a Hell, you might wanna go

there for some R & R after a tour on Pandora. Out there beyond that fence, every living thing that crawls, flies, or squats in the mud wants to kill you and eat your eyes for jujubes. We have an indigenous population of humanoids called the Na'vi. They're fond of arrows dipped in a neurotoxin that will stop your heart in one minute - and they have bones reinforced with naturally occurring carbon fiber. They are very hard to kill. As head of security, it is my job to keep you alive. I will not succeed. Not with all of you. If you wish to survive, you need to cultivate a strong, mental aptitude. You got to obey the rules" (Cameron & Landau, 2009). Also, in regards to Colonel Quaritch's leadership, Greg Dragon (2011) stated: "His commands were direct, straightforward and uncompromised and presence was all he needed as a man of few words."

Colonel Miles Quaritch is seen towards the beginning of the movie meeting with Jake Sully. The Colonel uses his position of power to reward Jake with the surgery needed to be able to walk again if Jake provides him intel on the Na'vi. According to Hackman (2013), reward power rests on the ability to deliver something of value to others. Colonel Quaritch also exhibits referent power from the loyalty of security team members. His team looks to him as a role model and as such allow the ability for the Colonel to influence their behavior. Quaritch can similarly be seen as being a dynamic leader as he is capable of communicating confidence, inspiring others to work harder and to make greater sacrifices (Hackman, 2013).

The Colonel is also a Charismatic leader. Max Weber provided five key components that make a charismatic leader (Hackman, 2013). First, the person has to be a leader with extraordinary talents. Colonel Quaritch demonstrates this from surviving three tours in Nigeria, getting brutally clawed on Pandora, and frequently working out to offset the low gravity. Second is an unstable or crisis situation. RDA mining operations are constantly under attack by the Na'vi and after destroying Hometree the risk of retaliation is imminent. The third component pertains to a radical vision for providing a solution to the crisis. Colonel Quaritch's radical vision is to attack the Tree of Souls before the massive Na'vi force can strike Hell's Gate. The fourth is a group of followers who believe the leader links them to powers that exceed usual limits. The members of the security team feel that they have the weapons and power to defeat the Na'vi. The fifth and final component is the validation of the leader's talents and power through repeated success. Up until the battle at the Tree of Souls, Colonel Quaritch was virtually successful in every mission and appeared unbeatable.

When it came to the people working for Colonel Quaritch, he was all for making sure they had what they needed. At one point in the movie, he tells Jake he takes care of his own. He had told Jake "Son, I take care of my own. You get me what I need, I make sure that when you rotate home you get your legs back, your real legs" (Cameron & Landau, 2009). However, Colonel Miles did not foster a very diverse outlook in regards to the Na'vi. He didn't care that the Na'vi believed in Eywa, a force where everything was connected. Colonel Miles goal was to get the Omatiyaya to leave Hometree and to then destroy the tree, not caring if Na'vi had to die in the process. He had said "I can do it with minimal casualties to the indigenous. We'll clear them out with gas first. It'll be humane. More or less." (Cameron & Landau, 2009). He eventually succeeded at this and in the process killed numerous members of the Omatiyaya clan. If the Colonel would have adopted a more diverse attitude towards the Na'vi, he and RDA might have benefited from what the Na'vi, and essentially Eywa, could have offered.

Challenges Faced

Colonel Quaritch faced numerous challenges throughout the movie. First, the mining equipment and personnel are under constant attack by the Na'vi as well as other wildlife. This poses an obstacle to the Colonel as the humans are trying to build and maintain a relationship with the Na'vi while trying to work to extract Unobtainium. Another challenge he faces later in the movie is when he assigns Jake Sulley to gather intelligence from the Omaticaya. As Jake Sulley continues to learn the Na'vi way, he is eventually initiated as a member of the Omaticaya and focuses his efforts on defending the Hometree from being brought down by the RDA security team. Nearing the end of the movie, Colonel Quaritch takes the offensive and leads a massive assault on the Na'vi. He plans to strike the sacred Tree of Souls where the Na'vi have taken refuge. Jake, becoming the leader of the Omaticaya, demonstrates a democratic leadership style as he joins thousands of Na'vi among various clans to help defend the Tree of Souls.

Security Team

As mentioned earlier, Colonel Quaritch is the chief of security for the Resources Development Administration company in which he commands the Security Operations (SecOps) forces. The SecOps members are made up of former military men and women that are accustomed to following the orders of a leader. As such, the SecOps team follows Colonel Quaritch into battle with the Na'vi in an attempt to complete the mission of driving the Omaticaya from their Hometree and later in the attack on the Tree of Souls. Most of the team could be labeled as Conformist followers as they are committed to organizational goals but express few thoughts of their own. These followers (often referred to as "yes men/women" in popular culture) may hold back their ideas out of fear or deference to authority (Hackman, 2013).

Leadership and Followership

Leadership and followership roles played a big part throughout the film. There were several diverse leadership qualities portrayed by various characters that gave the viewer a glimpse into the different leadership styles. In this movie, we saw the Authoritarian, Democratic, and Laissez-Faire leadership styles. Colonel Miles' Authoritarian leadership style in this movie made him into the bad guy as he wanted to annihilate the Na'vi. Jake Sulley demonstrated more of a Democratic leadership style as he pleaded for the Omaticaya to leave Hometree and later united the Na'vi clans to defend the Tree of Souls. As more of a Laissez-Faire leader, Parker Selfridge allowed for Colonel Quaritch to take charge of removing the Omaticaya from Hometree.

Followers also had many role types such as the diehards, activists, participants, and bystanders portrayed by members of the security team, the Avatar team, the Na'vi clans, and the RDA personnel. The security team was made up of mostly diehard followers, they would use any means necessary to complete the mission for Colonel Miles Quaritch. The Avatar team depicted participant, activist, and diehard follower roles throughout various parts of the movie. They could be seen as a participant when following the direction of Parker Selfridge and Colonel Quaritch to persuade the Na'vi to move from Hometree. Later in the movie, they transitioned

to an activist follower as they were motivated to stop Colonel Miles from destroying Hometree. Finally, near the end of the movie they were more of diehard followers as they were opposed to Colonel Miles wanting to annihilate the Tree of Souls and were willing to die defending it. The Na'vi clans demonstrated roles of diehard and activist followers. They too can be seen willing to die to defend the Tree of Souls and were motivated by their leaders. Lastly, the RDA personnel were more of bystanders. They would observe what is going on but do not actively participate (Hackman, 2013).

Conclusion

The movie Avatar gave us a glimpse into another world outside of Earth. It provided an ecosystem, wildlife, and a geography unseen on Earth. Unfortunately, the human's primary goal was to mine Unobtainium, though there was so much more that Pandora had to offer. Through the several conflicts within the movie, we saw numerous characters step up in various leadership roles with different leadership styles. Colonel Miles Quaritch was such a powerful and successful leader, that he and his followers believed they could not be stopped. In the end, this proved to be a false sense of security as the Na'vi, led by Jake Sulley, defeated the RDA assault. Though Colonel Miles was shot with arrows twice in the chest by Neytiri and appeared to have died, I recently read that he is to come back in the other installments of Avatar.

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CHAPTER THREE – GRACE AUGUSTINE

Written by: Nikita Romero

Introduction

Expecting every leader to follow every single rule and concept of leadership is a little farfetched. Of course, a leader should look to be every aspect of a leader and Grace Augustine is a leadership based character essential to every proposed task that was set out in Avatar the movie. Grace was a character that made decisions, interacted with each and every character in different ways, came up with strategies, but was also nurturing and compassionate. Not only was she one of the characters with the most important leadership roles, but she also was the most experienced of the characters about Pandora and the Na'vi, and disruptively one of the smartest. The scientific knowledge that Grace had obtained was based on living around and within the Na'vi people, but also all of her studies based on samples collected and studied. We all know that our passion of being a leader derives from a certain part of our past experiences. In Grace's case, her experience and personal connection with the Na'vi people came from the interaction that she once had while teaching Na'vi children about the English language and the human culture.

At the beginning of the movie, Grace starts off as a character with some tough love leadership towards everyone. Her attitude as the scientific leader at the beginning of the movie portrays her as someone who does not appreciate the involvement of uninterested or unknowledgeable people on her team. Later on, we come to find out where her frustration derived from, but until then we were skeptical about the ability for her and Jake Sully to get along. From a leaders' point of view, it's frustrating to have to run a program while knowing that people, that work very close to the program, are trying to sabotage something you studied and put so much time into. Although Grace is one of the most important leaders of the movie, she also works alongside with the administrator of the program, Parker Selfridge, who controls the finances to keep the project alive but also the interaction allowed between humans and those that live on Pandora.

The personalities around all the characters of the movie clash in different ways because of how distinct each character acts within their human body, but also the personalities that they have within their avatar bodies. Two of the characters that clashed the most was Jake Sully and Grace. They were two characters who projected the idea that they weren't going to work well together at all. Jake is a former marine, who became paralyzed during a war. He was asked to replace his brother in the Pandora project since they were twins and only he could come close to being able to use his brother's avatar body. However, his brother, Tom, was a scientist who trained for years to go to Pandora and join Grace in her project. When Tom was killed on Earth, his living brother Jake took his position in the project for the compensation and also with hopes of being able to get the funds for spinal surgery that would allow him to walk again.

After traveling to Pandora for five years, Jake arrives at Pandora and becomes concerned with Grace's attitude towards him. The first thing that Grace said to him while meeting him was "I know who you are, I don't need you, I need your brother." Jake was caught

off guard by her rejection towards him and responded in a sarcastic way and let her know that his brother was dead and therefore he was all she had to work with. Already feeling like he's nowhere near well prepared and knowledgeable enough to be in his brother's position, Grace's attitude towards him made him feel like he didn't belong there even more.

Leadership Traits

Grace and administrator Parker managed two completely different kinds of leaderships. However, we can determine that they shared a common leadership goal. One of the most important concepts of leadership is the leader and follower relationship developed between an organizational leader and a follower (Hackman, Johnson, 1991, p 38)

Both Parker and Grace had followers, however, Parker had a much less interested relationship with the group that he managed. As opposed to Grace whose main leadership goal was to establish a relationship with the people of Pandora but also with people of her program in order to come up with the best strategy to bond the both species. To a certain extent, Parker and Grace agree with the need to expand their knowledge of the Na'vi people and their culture, however, they have different reasons. Grace looks to put her science knowledge to good use and ideally, regain their trust in order to build a bond with the Na'vi people again. She portrays herself being a strict and cynical leader to Jake and some of the other humans, even though in the avatar body she empathizes more and becomes more nurturing.

The leadership traits that don't apply to her are all the leadership traits that apply to Parker. Bad leadership qualities are described in the book as having to do with a lot of one's personal traits. Regardless of one's beliefs, a leader should be able to be some sort of influence to its followers. Grace shares a great amount of value in her knowledge and has constructed every single part of the program and the science behind it. However, what she doesn't contain are the bad leadership skills that are developed by selfishness and over empowerment. Due to the ambitiousness of Parker and his need to inappropriately micro-manage the program, in order to achieve what he wanted and in the way he wanted, she was forced to move the lab, in which they spent most of their human lives in, to a place far from his reach. The reason why Grace was not flawed with bad and selfish leadership qualities is because she was not motivated by the money that was able to be produced by the mission in Pandora.

More into the bad ways of leadership go far beyond being overpowering and ambitious. Just as Hackman and Johnson explain how bad leadership can be developed from experiences that sometimes overpower who you are as a person (Hackman, Johnson, 1991, p 14). Just because one can be an exemplary employee, doesn't mean that one would make a good leader. Lack of communication and understanding of those who follow you could affect any workplace. That's one thing that Grace does not allow to happen under her leadership. Although she does not agree with Jake and Parker's involvement in the program, she learns to manage her disagreement and avoid conflict by putting it aside and staying clear from it. She gives Jake the benefit of the doubt of being able to succeed in the mission regardless of his lack of background knowledge of science and the program. She also dismisses the hostile attitude of the military side of the program because she needs them economically, and they need her for her knowledge and science.

Hackman and Johnson also write about bad leadership qualities that can involve becoming “narcissistic” and practicing “Machiavellianism.” The both are described as two very undesirable and unsuccessful leadership qualities. However, they are both possible characteristics that can derive from many instances. Of course, selfishness and eager to be right regardless of reasoning, is one of the main triggers behind bad leadership because they tend to take over ones’ personality once that person has accomplished the position that they had been working to achieve for so long. However, more behaviors behind toxic leadership could be done by poor or judgmental decision making. Pressure to accomplish a goal, fear of losing an opportunity, eagerness to succeed, organizational pressure and competition are all factors of bad or unacceptable leadership qualities that would not have caused the mission in Pandora to succeed (Hackman, Johnson, 1991, p 14).

A Narcissistic Leader?

Narcissistic leaderships are often described as a kind of leadership that demands obedience, admiration, inattentiveness to follower needs and wants, and abuse of power for personal goals. A lot of the traits involved in narcissistic leadership is very relatable to communist or authoritarian leaderships that almost never succeed. Behind a good decision or a well-executed plan, is a team that helped create it and accomplish it. If one is convinced that there is no room for help from anyone that a leader would not be able to succeed or produce results. Grace knew that behind her patience with Jake and Parker, a greater outcome would come. Even after finding out that Jake was reporting to Parker and the military base of the program for selfish reasons, she still was the leader that she needed to be for him to learn what he needed to learn. At first, she portrays her empathy and patience for Jake only as an interest to accomplish what she wants. However, when she sees how willing and eager Jake is to help terminate the military conquest of Pandora, she realizes that her patience and teaching skills toward Jake had paid off and had grown to make a difference in him. Realizing the imprint that the Na'vi made on Jake and the influence that Grace made on both, leads to the leadership ways and models that did work for Grace.

Her leadership ways varied throughout the progress of the movie. At the point in which Grace is first introduced in the movie, she is authoritative and proceeds to run an authoritative leadership. In the Leadership book, authoritarian leadership is defined as a leader that, "maintains strict control over followers by directly regulating policy, procedures, and behavior" (Hackman, Johnson, 1991, p 40). The reason why Grace is forced to follow this kind of leadership is because she was the most experienced in the science of everything that had to do with Pandora and its natives. More so, Jake had little to no idea about anything that others had been studying, researching, and experimenting for many years. Due to his lack of knowledge and lack of patience to learn, Grace had to portray herself as a strict leader for him to understand that he must work hard to survive and succeed. Not only was Jake the reason why she had to come off so demanding and expecting, but also because Parker and the military were going to sabotage and take over the Pandora land for pure interest. Although Grace's studies and experiments relied on the financing from Parker, she also needed to stand her ground as someone who will not just sit back and watch them destroy Pandora for financial purposes.

An Authoritarian Leader?

In her case, being an authoritarian leader worked because it gave little room for mistakes on a very delicate mission. Soon after meeting her, Jake knew that he will not be babied or given any slack. In the attempt to please her needs, he also had instances where he put himself and others in danger without thinking of the consequences. Although he reacted well to his actions and came out learning a lot, it wasn't without struggling to prove that he was slowly gaining the same interests and objectives as Grace.

A Democratic Leader?

"Democratic leaders engage in supportive communication that facilitates interaction between leaders and followers" (Hackman, Johnson, 1991, p 40). Hackman and Johnson wrote about the democratic style of leadership as one of the most effective because of the involvement between leader and follower. Later, in the movie Grace becomes the more democratic leader, being that it was the effective way to get through Jake. Soon after Jake becomes lost in Pandora by himself for the first-time Grace grows worried because of his immaturity to survive with deadly species roaming around. Soon after, Jake wakes up and surprises Grace because of how he survived and what he accomplished. His immaturity and lack of knowledge led him to fend for himself and it ended up working in the best of ways. Once Grace saw that his irrational decision makings aren't always as obnoxious as she would have thought. That's when she loosens up a bit and gains more trust in all that he can help her accomplish. Although she didn't quite trust him fully, she could focus more on how they can regain the trust of the natives before the military decides to invade Pandora.

Her democratic leadership also influenced the whole team and led them to help one another as a team. If she would have remained as an authoritarian kind of leader she would not have allowed Jake to pursue all the ideas he had. Instead, she encouraged him to learn from their other partner Norm Spellman. Norm was a lot more knowledgeable on the language and the culture, which is why Grace encouraged Jake to learn from him. However, at some point Norm grew jealous of all the attention that Jake was obtaining without having the slightest of knowledge on what he was doing. The ability to project peace and good working relationships also shows Grace's leadership role because she had a part in allowing them to know that they were both an equally important contribution to the mission.

A Well Rounded Leader!

In relation to the five primary approaches to understanding leadership, I would say that Grace is an example that there's no such thing as a "traits approach" (Hackman, Johnson, 1991, p 72). She was not born a leader and neither did she grow up with the "genes of a leader." However, she was one of the characters with enough and the most experience with Pandora. Her knowledge made her into an effective leader because of the need to pass on the knowledge to be continued to people who would effectively run the program she built and maintained.

Throughout a situational approach to leadership, it would be assumed that Grace is only a successful leader because she is knowledgeable in science. However, she shows that she

would be a great leader regardless of her inferior knowledge because she ended up learning more with Jake. Since she opened up to his capabilities, it allowed her to learn and have more breakthrough with the native people of Pandora than she had done in years. A good leader allows her followers to school her or him once in a while. Also, a good leader acknowledges that there is no such thing as knowing it all, and for that reason, Grace listened and watched all the new interactions that Jake was doing. Any other leader could have taken longer of a process to complete the mission just to have it done his or her way.

For the most part, I think Grace fits the functional approach to leadership very well because there were tasks that could not get done without her. The whole project would not have existed without her. (Hackman, Johnson, 1991, p 72) Therefore, the group was able to operate, at all, because of her past research and communication with the Na'vi. Although there were instances, such as when she had to move her team to a secret place in Pandora, in order to keep her mission safe, which tested her fast thinking skills. Although she was aware that she had to move the team because of Jake's involvement with the military, she never let her frustration show. She could have easily showed her frustration and aggravation for helping to sabotage her goal in Pandora. Instead, she calmly made the decision to take her team to a place where Jake could be more reserved about the information he was receiving. Decisions such as those, allows us to see the exemplary leading skills that came naturally to Grace.

Avatar portrayed Grace's great leaderships in two different bodies and in a way, two dimensions. Her relational approach as a leader didn't only show while trying to show Jake how to interact with the Na'vi people, but also through the history that she had with the Na'vi people. Back before her school was destroyed, she also played an influential leadership role with the kids of Pandora. She was able to explore the different ways in which they could interact and develop a good leader-follower relationship. Grace intertwined two separate pieces and allowed for there to be enough trust, in order to create a greater cause. She could have also left the mission alone after her school was destroyed and she lost some of her students during an attack. However, as any other great leader, she insisted that there could be another chance for the interaction between the Na'vi and humans.

Although her personality collided with a lot at the lab center, they all understood why she was the way she was. Everyone admired her regardless of a disagreement or the lack of understanding of why she did what she did or acted the way she did. Towards the end, we could see that she had given it her all to the program and that's what made her a good leader. She didn't just "direct" or "give" instructions, she also led with her enthusiasm to learn more and more about the Na'vi. Meanwhile her antagonist, Parker was a dictating leader who sat behind a desk point at what to do, without caring about any retroactions or who is involved.

Conclusion

Overall, Grace proves that she is the initiator, but also the problem solver as well as the encourager in this movie. Like most movies, Avatar had a side looking to achieve good the right way and a side wanting to make impactful decisions without a care of who or what is at risk. Grace and her belief that the humans and natives could again work together ended up succeeding in the end because of the good intentions. Grace's character ends up dying trying

to save her team and the people of Pandora. As an audience, we could have assumed from the beginning how much more fond she was of the Na'vi people than she was of humans, but at the end, she really proved it by dying for their survival. Being that she was such an influence as a leader, she also impacted Jake. He began as an arrogant self-absorbed jerk who only did it for the money and the ability to walk again. Although he ended up as someone who also risked his life for the people that he treated as family in Pandora, but also attempted to save Grace's life. At the start of the movie, we would have never imagined his change of heart and dedication. However, Grace's encouragement, perseverance and influenced, turned his ambition into good ambition. We can definitely say that she left the movie making an imprint and a huge difference in a lot of characters.

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CHAPTER FOUR – PARKER SELFRIDGE

Written by: Michael Gulley

Introduction

Leadership is the most important function within any organization or unit. Effective leadership requires a combination of advanced skills in interpersonal communication, influential impression, ethical decision making, and peer development. These leadership skills help maximize efficiency and increase productivity to achieve organizational or individual goals. Leaders initiate action, motivate individuals, provide guidance, create confidence, build morale, coordinate groups, and create a productive environment for all (MSG, n.d.). The actions and decisions of leaders directly influence their followers which provide the overall exposition of the individual's leadership effectiveness. As leadership and followership are integrated into many different aspects of life there are many different observations and interpretations of their influence in society.

Along with personal experience and outside observation, media arts and popular culture play a major role in how society comprehends leadership. The ability to create complex characters that balance the implementation of leadership, empowerment and teamwork with ethical decision making, personal gain and organizational motivations gives society a variety of leadership examples. The Hollywood motion picture industry utilizes this story telling capability to create films and television shows that highlight these leadership traits and skills and display their influence on the story. The leadership skills of these characters often influence and drive the entire plot of the film which then influences the development of other characters in the story. Through these characters, society can interpret and analyze different leadership styles and traits under many different circumstances and situations.

Avatar

One film that provides many different outlooks on leadership skill and influence is Avatar. Avatar, released in 2009, became the highest grossing film of all time and won three Academy Awards in Cinematography, Visual Effects, and Art Direction. The film also won several other awards in genres such as Best Motion Picture and Best Director for the Golden Globes, BAFTA, and the Academy of Science Fiction (IMDB, n.d.). Produced for approximately 300 million over the span of 5 years, director James Cameron developed an extremely immersive motion picture experience with innovative special effects and detailed character development. Due to the film's scope, Avatar has had a profound effect on the motion picture industry from both a technological and thematic standpoint. While the film was at the forefront of utilizing advanced digital film techniques and equipment, it also incorporated enriching themes such as leadership effectiveness into the narrative.

Avatar tells the story of main character Jake Sully's adventure on the moon Pandora as he participates in a mission to search for a mineral at the expense of another species. A scientific agency known as the RDA (Resources Development Administration) has inhabited the moon planet of Pandora to mine for a mineral known as unobtainium. This mineral is extremely valuable and will provide exponential amounts of energy for humans to rebuild a dying earth

and further their survival in the galaxy. To mine for the mineral they must inhabit avatars of the local humanoid species the Na'vi to survive in the planet's environment. RDA scientists developed technologies for humans to pilot the avatar units on the planet and Jake is recruited due to his matching DNA from his deceased brother who was once part of the program. Unfortunately, the native Na'vi disapprove of the RDA inhabiting their planet and begin to engage in battles in which both sides lose lives over the cause.

Characters

Along the way, Jake encounters many different characters with many different views on the Avatar program and the reasoning for mining the valuable mineral from the planet. The characters Jake, the native Na'vi Neytiri, Scientist Dr. Grace Augustine, Military Colonel Miles Quaritch, and corporate administrator Parker Selfridge, and many others embark on a battle for biological preservation and organizational control. As leadership is a central theme in this film, each of these characters displays their own leadership styles and techniques based on their point of views in the narrative. Director James Cameron was able to incorporate many detailed and also subtle leadership lessons within the story through each character. For example, understanding leadership through Jakes experiences as an Avatar, ethical decision making through Parker Selfridge, and leadership development through Colonel Miles Quaritch.

Parker Selfridge

One character with very interesting leadership qualities is the Resources Development Administration's corporate administrator Parker Selfridge. As a corporate level administrator Parker is responsible for coordinating the mining project on Pandora to obtain the mineral Unbotanium. His position of power within the organization fuels him to achieve their goals by any means while he still wrestles with internal ethical conflict of the consequences of his actions. Throughout the story, Parkers actions and reasoning provide an interesting insight on his leadership skills and traits that are used to develop his character. He utilizes many different leadership factors such as transactional communication methods, organizational diversity, business ethics and leadership development. While diplomacy is his overall focus as to protect his image within the organization and society, he is also prepared to make unethical decisions at the expense of the Na'vi to do his job.

Leadership Communication

Parker Selfridge had many leadership qualities that he employed in his actions and choices made throughout the film. As a corporate figurehead and leader of the mining project, he had to engage in advanced communication methods to influence everyone involved. Parker utilized different leadership communication styles such as analytical communication to interact with others efficiently. As an analytical communicator, Selfridge could communicate the reasoning behind the mining project into hard facts, numbers, and data to influence others (Murphy, 2014). For example, during an interaction with Dr. Grace Augustine about the progress of the mission, he states the exact values of the mineral unobtanium to give her a better understanding of the value of the mission. This type of communication enables leaders to look at issues logically and rationally (Murphy, 2014). This is shown by Selfridge further stating that the RDA team must use what they have, to find a diplomatic solution and get the

job done. This analytical communication skill allows leaders to view the bigger picture with facts and logical reasoning without the pitfalls of emotional decision making.

However, the analytical communication style has a downside as it is also known to be unemotional and dispassionate. While others may view individuals with this type of leadership communication style as possessing high levels of informational expertise, the interactions can become uninspiring or uncomfortable on a personal level. The analytical leader is focused on the process, resources, and project as a bigger picture which can lead them to be critical, perfectionistic, and unpassionate (Baumgardner, 2015). This is shown in many ways as Selfridge instructs the RDA team to complete the mission with the resources they have. His interactions with Dr. Grace Augustine show that he is not concerned with the details of how the RDA deals with the Na'vi. As they speak about the trees in Pandora and the value of the world of Pandora, Selfridge still does not have concern for the natives or the planet, only in obtaining the mineral unobtainium.

Ethical Decision-Making

Business ethics and corporate social responsibility are major factors for both individuals and organizations to be successful. However, due to the vast diversity of morals, values, and rational decision making, unethical behaviors can be encountered. Unethical behavior in business consists of actions that do not conform to the acceptable standards of business operations, or failing to do what is right in every situation (Fenner, n.d.). Ethical decision making consists commitment, the desire to do the right thing regardless of the cost, consciousness, the awareness to act consistently and apply moral convictions, and competency, the ability to collect and evaluate information, develop alternatives, and foresee potential consequences (UCSD, 2016). Selfridge could engage in these actions in many way as he led the RDA in the mining mission by committing to the cause no matter what, staying conscious of the progress and issues, and finding ways to solve the issues.

While unethical behaviors were shown through many other characters in the film, Selfridge displayed the most internal conflict with ethical leadership and decision making. As he leads the mining project his focus is to provide diplomatic solutions to conflict that arises from the task at hand. While he doesn't show much respect for the native Na'vi, he still wants to do the right thing in the eye of the RDA organization, public eye, and still maintain a level of personal morality. The first efforts of the Avatar project were developed to gain trust from the natives and provide a safe mining project by using Avatars to interact and explore the planet. However, as the natives and the RDA couldn't maintain peace and stability in the project, Selfridge was forced to resort to unethical tactics and behaviors to complete the mission overlooking his personal morals.

Following the continued backlash and conflict with the Na'vi protecting their homelands, Selfridge engaged in unethical decisions that would harm the natives. For example, when a rich deposit of unobtainium was located under the Hometree of the Omaticaya the RDA used missiles and bombs to destroy the area and killed many of the Na'vi and Omaticaya. Before the assault on the Hometree, Selfridge granted Jake more time to evacuate the Omaticaya clan due to his personal morality. Unfortunately, the Hometree was destroyed but

Selfridge still showed remorse for the destruction and what was being done to the Na'vi. This provides an interesting analyzation of Selfridges ethical leadership in that he wanted to do the right thing and not sacrifice lives. However, the sheer scope of the project and the value of the unobtanium was too great to proceed in an ethical and diplomatic manner. He had to veer off his original goal of diplomacy to obtain this mineral that would provide extended life and wealth for another species at the expense of another.

Motivations

The motivations of leaders can be specifically detailed but consist of basic factors such as achieving goals, satisfying basic needs, and self versus others (UCSD, 2016). Leaders first set the direction of the task at hand and recruit others to support and achieve the goal. Leaders also seek and utilize a sense of control by being in charge which then leads to the implementation of power. As Selfridges character develops throughout the film, he displays these traits in his leadership skills in many ways. As the lead administrator for the mining project on Pandora, Selfridge first sets the goals to be diplomatic in addressing the conflict with the Na'vi. He then makes sure that the RDA team knows how to handle the issues to move forward efficiently. His ability to control the entire project gave him a sense of power that ultimately led to his character breaking his moral code to complete the task and acquire the unobtanium. Selfridge applied these basic motivational factors to fuel his personal motivations of greed and wealth. While the self versus others topic of motivation relies on a high level of narcissism, it can also include the other side of the spectrum of altruism which defines leaders with the primary purpose to help others and make a difference in the world (Changing Works, 2016). Beyond the factors of greed and financial gain, Selfridge possesses traits of an altruistic leader as he wants to obtain the mineral in moral ways and to save planet earth from its death.

Leadership Style

An individual's leadership style encompasses their leadership skills and the way they implement them. Four common leadership styles are the dictatorial style, authoritative style, consultative style, and participative style. Of these leadership styles, Selfridge utilizes the participative style in his leading and management of the RDA mining project. This leadership style is democratic so while Selfridge was the lead administrator he still gained input from the others involved to make decisions and keep the project on track. He showed dynamic expectations of what needs to be done, should be done, and how it should be done. In the participative style, the leader is the team facilitator and can accept others ideas over their own (Brown, 2007). Selfridge demonstrates these traits when he instructs Dr. Augustine to utilize her resources to find solutions and results. This shows that he wanted to allow her to make her best judgments to solve problems without telling her exactly what to do. Selfridge also displayed the participative leadership style on many different levels and from many different viewpoints when following through with the RDA's mission then also helping Jake and the Na'vi. This conflict within the participative leadership style is a great description of Parker Selfridge's very dynamic leadership traits.

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CHAPTER FIVE – NEYTIRI

Written by: Danielle Hickson

Introduction

When children are growing up they take in everything that their parents do. When it comes to princess Neytiri this very true. Neytiri's father was the leader of the Na'vi clan and once he passed away Neytiri took over his position. The Na'vi clan lives on a moon called Pandora Neytiri is a very important character of Avatar because she is the leader of the clan and without her, the clan would have never trusted Jake. Once Jake had gained trust from the Na'vi clan he was able to help them defeat the military that was attempting to take over the Na'vi clan's planet.

Neytiri's leadership skills in the film play a very important part to the plot of this movie. Without her bravery, confidence, and excellent leadership skills Pandora would have been taken over by humans. The military wanted to take over this planet because it has the same resources as earth. Neytiri believed that Jake would become a good asset to her clan and took him under her wing. Neytiri had such excellent leadership skills that she was able to get people to follow that did not believe in her. The men of the clan were not willing to follow a woman at the beginning of the movie, but by the end of the movie Neytiri had everyone within the clan on board.

Neytiri uses communication skills in order to show her trust in people. When she looks people in the eye the audience can tell that she trusts in that person. If the audience observes closely she rarely looks Jake in the eye before she trusts in him. This is very important to leadership because of this a form of communication. If a leader shows communication signs of motivation, then their followers will be more willing to be motivated. On the other hand, if a leader shows communication signs of laziness then their followers will be more willing to be lazy. Neytiri shows communication signs of motivation and trust to all of her followers (Johnson, 2013). These signs make her followers willing to be motivated and have trust in their leader.

Neytiri also has a strong understanding of how important her followers are in order to save Pandora from the military. In order to be a good leader they must be willing to see the importance of their followers because without them they would not be able to accomplish the things that they did (Johnson, 2013). Too often people tend to only think about what all the leader did and only congratulate the leader. It takes a true leader like Neytiri to turn around to their followers and thank them for everything they have done. The relationship between the leader and followers can either make the leader a great leader or an awful leader.

Neytiri as a Democratic Leader

Leaders can categorize into three different categories. Those categories are authoritarian, democratic and Laissez-Faire leadership. Authoritarian leadership is when a leader has strict control over their follower's policy, process and behavior. These leaders believe that their followers cannot accomplish anything without the leader overlooking them.

A democratic leader engages in interaction in between the leader and their followers. These leaders communicate with their followers in order to accomplish their goal. The final type of leader is Laissez-Faire leadership. These types of leaders are usually viewed as someone that cannot lead at all. These leader distant themselves from their followers and give no guidance to their followers (Johnson, 2013).

Neytiri can mainly be considered a democratic leader but does have some traits of an authoritarian leader. Neytiri is very thankful for her followers, but at times she does think that her followers could not accomplish much without her. This why she pushes Jake so much and tells him that her people need her in order to save Pandora. Other than that Neytiri mainly uses democratic leadership. She always keeps in contact with her followers and is willing to take advice from her followers.

The Five Leadership Approaches

According to Hackman and Johnson, there are five approaches in order to understand how a person became a leader. Those five approaches are trait, situational, functional, relational, and transformational. When first meeting Neytiri one would think that she naturally received her leadership skills which are trait approach. Neytiri may be the princess and comes from a family of leaders, but she also had to learn a lot of things from her father. The next approach to identify a leader is to observe the situation. Leadership skills can vary from different situations. Unfortunately, we are unable to observe Neytiri's leadership skills in a different situation throughout the movie. The next approach in order to evaluate where Neytiri's leadership skills came from is the functional approach. This approach looks at the way the leader behaves. Neytiri does perform certain tasks in order to complete her goal. This approach does apply to Neytiri. The next approach is relational. This approach observes the relationships of the leader and their followers (Johnson, 2013). If a leader has a good relationship with their followers, then they are more likely to be successful. Neytiri definitely has this with her followers because her followers are family to her. The final approach is transformational. This approach is when leaders look deeper into what makes people want to accomplish tasks and then taking those needs and using them with people in order to accomplish a task (Johnson, 2013). Neytiri did not have to do this with her followers because they have their home and lives in risk so with or without Neytiri the Na'vi clan needs to accomplish the goal.

When it comes to leadership a person must be able to handle their power wisely. Anyone that is in a leadership position has some sort of power rather if they would like to believe that or not. According to Johnson and Hackman there are seven different types of power. Those seven different types of power are ecological, information, referent, expert, legitimate, reward and coercive (Johnson, 2013).

Neytiri's Power

Neytiri has a couple of different forms of power. Neytiri has reward power because she is giving her people something for their hard work. Her people know that if they follow her that they will be able to keep Pandora and live life the same way they have been for many of years. The second form of power Neytiri holds is legitimate. Neytiri has legitimate power because of

who she is. Since Neytiri is the princess and becomes the queen after her father passes, that gives her legitimate power. The final form of power that Neytiri has is referent power. This power is to be a role model. The character of Neytiri is a role model to all women because she is a strong leader and is able to show the men of her clan that it does not matter that she is a woman, she can still save her planet.

In order for people to follow leaders the leaders must be able to influence their followers. Without influence, there is no form of leadership. Influence can be brought one by many different forms, but creditability is one of the most important forms. If someone is trying to become a leader and their followers do not think that what they are saying or doing is credible, then that leader will lose their followers (Johnson, 2013). The Na'vi people find that Neytiri is very creditable because they know her at a personal level and trust in her with their lives.

When it comes to the performance of a leader's followers the leader's expectations has an influence on the follower's performances (Johnson, 2013). Neytiri communicates her expectations with her people throughout the film. She tells her people what she needs them to do in order to save Pandora. Without this leadership trait, the Na'vi people would have not able to save Pandora from the military. This trait is a very powerful trait of Neytiri. If the men of the Na'vi people would have taken over they would have charged the military and ended up getting everyone killed. Neytiri took this is smarter route and was able to give everyone a job in order to accomplish their goal. Once Neytiri gave everyone a job she was able to explain to them what she expected from that job and how important it is to her plan.

Conclusion

When it comes to leadership there always comes a time when a leader must manage when diversity. Neytiri never really had to manage cultural diversity because all of her people are from the same culture, land, and clan. The Na'vi people were all raised a certain way and were all trained to do the same things. When Jake came along, Neytiri had to learn a lot about cultural diversity and how to manage it very quickly. Although Neytiri did not have to manage much cultural diversity she did have to manage sexual orientation diversity. The men of the Na'vi tribe do not think that Neytiri is capable of saving Pandora because she is a woman. This can also happen to any leader. Johnson and Hackman would describe this as a gender gap. The Na'vi people have always had a male leader and this is the first time that they are experiencing a female leader. When it comes to gender leadership gap women are having to go over so many hurdles in order to get the same leadership position as a male, but the male will not have to go over any hurdles strictly because he is a male (Johnson, 2013). Neytiri experiences this and she is able to handle the situation with excellence.

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CHAPTER SIX – TSU'TEY

Written by: Timberly Gary

Introduction

Tsu'tey was chosen to be the leader of the Omaticaya because he was a skilled warrior and leader of the clan's hunters. Tsu'tey is a strong leader and proven warrior. He is a thoughtful and intelligent leader who is not afraid to follow as well as lead. He was willing to sacrifice his life for what he believes in and for the benefit of his people. Tsu'tey, from birth, was destined to be a great leader as he was chosen early on to become the next Olo'Eyktan.

Tsu'tey was deemed a leader because he was very experienced at hunting and always accomplished the tasks put before him. It was Tsu'tey's destiny to become the mate of Neytiri as they were supposed to join and become the next leaders. This love story written before time is interrupted upon the presence of a dream walker, Jake Sully. Jake's character is at odds with Tsu'tey instantly because Jake is an outsider and has not only gotten the attention of Neytiri, but he has also deemed himself a warrior which in some ways emasculates Tsu'tey. Tsu'tey threatened to kill Jake, likely because of questioning Jake's ability to become a Na'vi warrior.

During his Na'vi training exercises with Neytiri, Jake is humiliated in front of Tsu'tey as he falls off a horse, while in the same instance he is slowly gaining the attention of Neytiri who was so concerned when he fell that she berated the horse. During another stage of training, Jake is forced to complete a dangerous and arduous task before any of the other warriors in training. Surprisingly to Tsu'tey, Jake passed the test by bonding with a wild ikran.

As Jake completed his training to become one of the Omatikaya, Tsu'tey joined other Na'vi men to congratulate Jake and reluctantly acknowledges Jake as one of their own. This was short lived because following the ceremony, many sacred grounds and trees were destroyed by the outsiders and Tsu'tey was directed to lead the fight against the outsiders. Just as this was happening and upon Jake's return Tsu'tey accused Jake of mating with Neytiri and Neytiri confirmed. Tsu'tey attempted to kill Jake in a fit of rage. However, Jake used his military tactics to overpower Tsu'tey, then Jake is awakened from his avatar body and Tsu'tey attempts to slit his throat but for the interference of Neytiri.

After Jake and Grace have the opportunity to escape they re-entered their avatar bodies to fight with the Na'vi. Jake explains their dishonesty and explains to the Na'vi that they consider themselves to be Na'vi and not outsiders and they were in the fight with them. Jake and Grace are tied up but the mother of Neytiri rescues them to allow Jake the opportunity to fight against the outsiders. During the battle, Jake and Tsu'tey both charged the fight against the outsiders working together to eventually overthrow the outsider forces. Tsu'tey is killed as he throws himself upon a fighter jet to save his tribe and land. Tsu'tey died honorably, and could show that he could follow as well as lead, in the end. Many people were saved due to the leadership in Tsu'tey.

Exemplary Leadership and Followership

Exemplary leaders are also exemplary followers. Great leadership and exemplary followership is based on effective communication. Leaders must lead by example, communicate effectively, and carry themselves in a manner that motivates their subordinates. Successful leaders must possess both emotional and cognitive intelligence and be willing to evolve and grow as they gain wisdom thru experience. Emotional intelligence is a skillset that is imperative for effective leadership. Leaders must be in tune with the needs and goals of those they lead. They must also listen to the concerns of subordinates, and carefully consider their ideas and suggestions.

“Democratic leaders engage in supportive communication that facilitates interaction between leaders and followers.” (Hackman, Johnson, 2013) When leaders lead to benefit the wellbeing of the people they lead they become exemplary leaders. In Avatar, Tsu'tey showed to be this type of leader by giving one of the most sacred things one can give, his life. The ability to lead, as well as follow is essential for success of leaders in business, government, and in the case of Tsu'tey, as a great and skilled warrior. When Jake Sully led the clan to the final battle, Tsu'tey also demonstrated his ability to be an exemplary follower. After Jake proved himself to be trustworthy to the Omaticaya by becoming Toruk Makto, one of six riders able to tame a Toruk and fly with him, Tsu'tey digressed and allowed Jake to ride with the rest of the Na'vi. He did not allow his manhood or accomplishments prior to the battle, to come into question. Instead, Tsu'tey did what was not only honorable, but what was right for his people and allowed Jake to lead. Although this ultimately lead to Tsu'tey's demise, he died a warrior and leader.

The Omaticaya clan are moral leaders. The Omaticaya are superior to humans or outsiders because they understand and appreciate their people, land, natural resources, and spiritual connection. The Omaticaya lead by example because they are rich with tradition and faith. Tsu'tey lead by example because he became a master of several forms of fight and combat, and could easily kill a man without the use of any weapon but he also shows enough restraint to know when to calm. Tsu'tey was also skillful at both riding and flying. He works well with animals that could just as easily kill or attack him and is always on guard to fight.

Although he was proved wrong by his actions when Jake was initially captured by the Na'vi, Tsu'tey was the most outspoken regarding everyone's safety from the outsider, so he constantly reminded his people that Jake was merely a demon in an avatar body - - and he attempted to murder Jake for that reason. Good leaders often have a keen eye for discernment, especially those that are exemplary leaders because they rely on evidence to make good decisions. As it relates to Tsu'tey, he stepped away from the thinking of the rest of his clan and ventured out, posing Jake as an enemy. Although he was wrong in his perception of Jake, he was ready to act as a true leader and defend himself and his clan if the occasion called for it.

Five Approaches to Leadership

There are five key approaches for observing and understanding leadership that have been explored during the last century which include traits, situational, functional, relational,

and transformational approaches of leadership. The traits approach is the theory that some people are born with leadership qualities and others are not. The situational approach theorizes that leaders are effective in their perspective areas of expertise but not necessarily in all leadership roles. The functional approach is closely related to the situational approach. It is the observation of leader's behavior and how they function specifically in niche areas. The relational approach focuses on the relationship leaders have with subordinates. This approach argues that a leader is more effective when they have a good relationship with their followers.

The Relational Approach

An example of the relational approach occurred when Tsu'tey was killed. Tsu'tey carried an army of warriors against the outsiders but was injured when a soldier shot him. After his fall and gunshot wound, Tsu'tey was unable to continue as he would not be able to heal beyond the battle. Being a leader, not afraid to die, he passed on leadership of the Na'vi warriors to Jake, displaying his newly earned respect for Jake, and asking that Jake kill him mercifully with his knife, a task Jake, also a leader, complied with.

"Leaders exist because of followers and followers exist because of leaders" (Hogg, 2001). Considering that leader and follower are interdependent roles embedded within a social system bounded by common group or category membership, Hogg presents a model of leadership dynamics grounded in social identity cognitive processes of "self-categorization" and "depersonalization." Specifically, he proposes that leaders emerge, maintain their position, and are effective as a result of basic social cognitive processes among group members that cause them to: a) conceive of themselves in terms of an ingroup (i.e., self-categorization or identification with an ingroup prototype), b) cognitively and behaviorally assimilate themselves to the ingroup prototypical features (i.e., cognitive and behavioral depersonalization, which produces normative or stereotypic attitudes and behavior), and c) to perceive others through the lens of ingroup and outgroup prototypes rather than as unique individuals (i.e., perceptual depersonalization of others, producing homogenization) (Hogg, 2001). The implication is that if leadership is produced by these social psychological processes, then for an individual to be effective as a leader he/she must display the prototypical or normative characteristics of an ingroup member (Hogg, 2001).

The relational focus is one that moves beyond unidirectional or even reciprocal leader/follower relationships to one that recognizes leadership wherever it occurs; it is not restricted to a single or even a small set of formal or informal leaders; and, in its strongest form, functions as a dynamic system embedding leadership, environmental, and organizational aspects (citation). Throughout the storyline, Tsu'tey demonstrated relational leadership with Jake in that both wanted to be the best Na'vi warrior but there could only be one leader at a time, a role in which they shared toward the end of the story.

The Transformational Approach

Many leaders use a combination of the approaches listed. Transformational is another approach that can describe the leadership displayed throughout *Avatar*. Transformational leaders often possess charisma and can easily influence others. Most would say that Jake

possessed this more so than Tsu'tey as Jake could provide the warriors vision and a sense of mission whereby he was able to gain their respect and trust. Transformational leaders also however possess inspiration as they tend to communicate high expectations and express important purposes in simple ways. This characteristic leans more toward Tsu'tey as his warriors always followed him as they respected him and trusted that he knew how to lead them. This was evidence throughout the movie however overall, Tsu'tey would not be the epitome of a transformational leader because he lacked two other characteristics that Jake displayed, rationality and individualized consideration. Tsu'tey played a role more like a stereotypical dumb jock. He allowed his love interest to make him become more irrational than not, wanting to kill Jake who was not a threat to anything except Tsu'tey's love life. Tsu'tey also failed to provide individualized consideration as he never attempted to assist Jake with training, he instead laughed at his mistakes. A transformational leader in that situation would have coached and advised Jake on how to complete his missions, more so the behavior of Neytiri.

The Trait Approach to Leadership

Unlike transformational leadership, the trait approach to leadership relies on the idea that people are born with certain character traits or qualities and certain traits are associated with proficient leadership. The assumption is made that if one could identify people with the correct traits, they would be able to identify leaders and people with leadership potential. In *Avatar*, there were certain leadership traits that Tsu'tey appeared to possess which were being inspiring, competent, motivation, self-appraisal and problem solving skills. Tsu'tey showed his inspiration through this death, it was not in vain and his people celebrated him for giving his life to save theirs. Tsu'tey proved to be competent as he was wise enough to recognize a stranger in costume when he met Jake. Realizing Jake was an outsider, Tsu'tey kept his eyes on Jake to ensure the safety of his tribe. Tsu'tey was also motivational in how his accomplishments motivated Jake to want to strive for more. Most would say this is what pushed Jake to mount and ride the Toruk, a deadly attempt if made by anyone else. Tsu'tey by thinking he was the best warrior in the tribe continuously would self-appraise himself, especially when Jake would fail. Lastly, Tsu'tey's deadly decision at the end to sacrifice himself not only showed that he had problem solving skills, but courage and guts as well.

Ethical Leadership

Leaders who are dedicated to ethical leadership have many advantages. They attract the best talent, and maintain the trust of the people they serve. Ethical leadership is characterized by respect and justice for all. Admirable leaders have values, emotional intelligence, and understand that their actions shape culture. They "put the needs of others above selfish concerns." (Hackman, Johnson. 2013). Tsu'tey proved himself to carry characteristics of an ethical leader. Although he did not start out that way and appeared to be the direct opposite, with how he cared for his land and people he was able to show it all meant more to him than his own life.

Ethical leadership also made an appearance after the feud between Tsu'tey and Jake rescinded. Tsu'tey was able to finally see Jake for the warrior he was once he saw beyond his insecurities. It is important to keep in mind that ethical leadership is not only important

because it leads to success, but it's important because it's the right thing for the greater good. It is crucial to note that leadership is about values and it is impossible to lead if one lacks the awareness and concern for your own personal values. It is well understood that leadership has a moral and ethical aspect.

Conclusion

Leadership was depicted in many ways by multiple characters throughout *Avatar*. Leadership is a role that must be earned, it is not merely granted. Though some try to be leaders and fail, those who have an understanding of what it takes to be a leader often succeed. They are the success stories we hear about in real life, they are the first-round picks, teachers, community volunteers and social climbers. Leaders are the people that everyone wants to follow but sometimes it is also the role that not everyone wants to step up to. Leadership is not a state of mind, it is a state of action. Through this discussion, we have touched on many types and characteristics of leaders. Some were good leaders and some needed help along the way, but in the end, all the true leaders stood for something!

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CHAPTER SEVEN – MO'AT

Written by: Tyler Stoner

Introduction

In James Cameron's Avatar movie, one of the clearest examples of traditional leaders is the leader of the Omaticaya Clan, Mo'at. While her mate Eytukan was the leader with the highest rank of authority; Mo'at was one of the first authorities to interact with the outsider; Jake Sully. Out of all the leadership roles, Moat best represented by the Democratic role because she is a leader of her community and handles various situations diplomatically.

Moat – A Democratic Leader

How This Represents Democracy (sort of)

The reason that Mo'at is better described as a Democratic leader rather than an authoritarian or Laissez-Faire is because she is directly involved with her spiritual community and allows others to make their judgments when dealing with outsiders. When Neytiri brought Jake Sully to the clan, Mo'at was very cautious to accept him into the clan but she still allowed Neytiri to give her side of the story. Mo'at gave her community a sense of stability because she was cautious and did not jump to conclusions too quickly. Yes, it's true that this isn't technically a democracy because she wasn't elected but you get the sense that she's giving her constituents what they want. You never really get the sense that Mo'at is going against the will of her people or that she is abusing power.

Michael Z. Hackman states that democratic leaders “engage in supportive communication that facilitates interaction between leaders and followers. The leader adopting the democratic communication style encourages follower involvement and participation in the determination of goals and procedures” (Hackman, 2013). Similarly, Mo'at held a position of authority and government without overriding the will of her followers. If there was no sense of democratic leadership in their society then the members of the Clan would have been less sympathetic to outsiders and would have seemed less than content with their leadership.

Omaticaya Clan and the Natives

Even though this movie does not delve too far into the details of the Omaticaya Clan's history and style of its governing, the movie still allows the viewer to make comparisons to real world leadership and imagine how these characters would have lead people in our universe. In the real world, the Omaticaya clan would appear to be like various diplomatic and peaceful Native American tribes. Like the natives of our American history, the Omaticaya Clan felt nearly powerless when outsiders came to take their territory. The main difference between the Omaticaya Clan and the Native Americans is the Omaticaya Clan resolved their conflict successfully, while the history of the Native Americans is much more complex and they did not receive a happy Hollywood ending.

If Mo'at was authoritarian

Even though Mo'at was very hesitant and cautious when dealing with outsiders she still tried her best to make logical and peaceful decisions when encountering outsiders. Imagine if the tables were flipped and Mo'at had authoritarian tendencies throughout the movie. Under an authoritarian leadership, Jake Sully could have been either exiled, imprisoned or executed simply because Mo'at did not have a positive impression of him.

Michael Hackman states that an authoritarian leader “maintains strict control over followers by directly regulating policy, procedures, and behavior. Authoritarian leaders create distance between themselves and their followers as a means of emphasizing role distinctions” (Hackman, 2013). In the context of this film, Mo'at did not have many (if at all) authoritarian tendencies and appeared to have the will of the people backing her. If Mo'at really was an authoritarian figure with her level of power she would have likely gotten rid of Jake Sully and would have publicly shamed Neytiri for befriending him as well. However, what really happened is that Jake Sully trusted Mo'at's judgment and he was eventually accepted as part of the Omaticaya clan.

If Mo'at was Laissez-Faire

Now imagine that Mo'at is neither democratic or authoritarian but she is now taking a Laissez-Faire Leadership approach. If Mo'at was a Laissez-Faire leader it's possible that she would have let other Clan members make the decisions for her or she would have accepted Jack Sully as a Clan member without needing a rite of passage. If Mo'at and other leaders took this approach and did not take outside threats seriously then it's likely that humans would have attacked them much sooner and the ending of the movie could have been very grim in the end.

Hackman also states that an ineffective version of Laissez-faire “involved abdication of responsibility on the part of the leader; leaders withdraw from followers and offer little guidance or support. As a result, productivity, cohesiveness, and satisfaction often suffer (Hackman, 2013). If Mo'at took this extreme hands-off approach it's more likely that she would have put her followers in danger due to outside threats. In this film, the most effective type leaders for the Omaticaya Clan needed to be decisive and cautious when dealing with others. In a vital leadership position like Mo'at's, it's likely that Laissez-Faire would have been one of the least effective types of leadership styles.

Mo'at's Leadership Development

When Jake Sully first approached Mo'at she made it clear that she was going to abide by traditional Clan rules and told Sully that he needed to do a rite of passage to be considered as a trusted member of the Clan. Even after Jake Sully successfully performed the rite of passage Mo'at still had a distrust for him due to the love interest between him and Neytiri. However, when the clan was under attack Mo'at saw Sully as an ally so she freed him and his friend Grace. This demonstrates that Mo'at could develop herself as a leader when dealing with critical situations. Mo'at knew that when the Clan was under attack that she needed all the help she could get and that making an enemy out of Sully would have been a foolish strategy. This

took a lot of courage for Mo'at because Jake Sully even admitted to spying on the Clan and yet she could accept his help when they needed it the most. A leader with less of a backbone might have rejected Sully's help simply because he was on the opposing team and thus he shouldn't be trusted in critical situations. Regarding leadership development, Hackman states "we need to prepare for the journey and be open to new experiences. The moment we think we have arrived as leaders, our progress stops" (Hackman, 2013). By the end of the movie, you can really get a sense that Mo'at and the other Clan leaders had learned from their past decisions and were more open minded to other's perspectives. When asking Sully for assistance Mo'at said: "If you are one of us, help us!" (Cameron, 2009).

If there was a more Proactive Leadership Approach

While Mo'at mostly a diplomatic and Democratic style leader one could argue that she and the other Clan members relied too much on leadership traditions. For example, for Jake Sully to become a member of the Clan he had to perform a rite of passage to prove his trustworthiness. This rite of passage is a traditional method to prove another's trust but it is obviously flawed for several reasons. For one, this could potentially give the enemy the opportunity to pass the rite of passage and turn on them later. This test of trust really doesn't have much to do with diplomacy and is more of a test of strength and willpower. Traditional practices like this in the real world are often problematic and leaders should be willing to determine which practices are effective and not effective.

The three steps to leading proactively are "Leading Oneself, Leading Others, and Leading the Organization" (Hackman, 2013). If Mo'at took this to heart she would be willing to look at her own attributes and decide what areas she needs to improve in. Maybe if she did things differently she would have been more diplomatic with Jake Sully and could have made a deal where everyone benefits instead of going through the whole rite of passage process. Additionally, Mo'at seemed to do a lot of leading by herself and there wasn't much movie footage of her talking with other leaders and followers by themselves. Maybe that's an oversight of the movie but it's true that Mo'at should be doing everything she can to plan for the future of the clan so that they could plan for invasions before they start.

Moat's Developmental Relationships

One of the most important roles of a leader is to establish and maintain relationships with others. Hackman says "establishing connections with those who can help you achieve your goals will greatly increase your chances of emerging as a leader in an organizational context" (Hackman, 2013). Without any connections and support from her followers it's likely that Mo'at wouldn't have been able to get much done and Jake Sully would have not even needed to seek her approval in the first place. Leaders need to expand their connections to be more effective and have as much outreach as possible. One of the inherent issues with the Omaticaya Clan (even though this isn't their fault) is that they are a society that is isolated from other cultures and people. If the Omaticaya Clan had several different nations surrounding them that were willing to be diplomatic than the conflict of this movie would have likely never happened. Normally, a government is responsible for actively communicating and dealing with other nations but in the case of the Omaticaya Clan they were mostly responsible for fending for themselves.

Conclusion

If the humans had approached the Omaticaya Clan and made a trade with them for their resources it would be the Clan leader's responsibility to consider the offer and decide what to do next. In the case of this movie, no offers were made and the RDA ambushed them. However, if the situation was handled peacefully the leaders would still have to be extremely careful with dealing with outsiders. Leaders such as Mo'at need to consider the possible risks of dealing with outsiders and that's exactly what she did at the beginning of her relationship with Jake Sully. Overall, while Mo'at isn't a flawless leader it's true that she had many positive leadership qualities that characterize her as a successful leader.

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