

A Study on Servant Leadership: With Special Reference to the film *Fly Away Home*

Sarah Sooja Kim and Moses Yonggwan Park

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Abstract

The film *Fly Away Home* was one of the best films of 1996. It is a thrilling, breathtakingly beautiful and heartbreakingly touching story of thirteen-year-old girl Amy Alden who helps the gaggle of geese fly south for the winter. The film provides many insights with regard to communication and coordination between people and geese; team work between Amy, her father Thomas Alden, her father's girlfriend Susan Barnes, and Thomas' friends; and the servant leadership demonstrated by Amy, her father, and Susan. This film also adds many emotional insights with regard to the nature of unconditional love, maternal and paternal love, and conflict resolution among people in a family healing from hurt. Therefore, we propose that the film deals not only with protecting nature and solving family problems, but is also relevant in an organizational context, for example to organizational problem solving such as conflict resolution and leadership.

Key words: servant leadership, organization, conflict resolution, communication, team work, and family problem solving

I . Introduction

The film *Fly Away Home*¹ was one of the best films of 1996.² It is a thrilling, breathtakingly beautiful and heartbreakingly touching story of thirteen-year-old girl Amy Alden (portrayed by Anna Paquin) who helps the gaggle of geese fly south for the winter.³ She shows a great deal of care and conviction.

There are many scenes beautifully rendered; for example, those depicting Mother Goose (Amy), Daddy Goose (Amy's father), and the geese flying in formation, flying over colorful autumn forests, flying amidst a beautiful sunset-tinged sky, and flying over beautiful lakes.

In addition, the film provides many insights with regard to communication and coordination between people and geese; team work between Amy, her father Thomas Alden (portrayed by Jeff Daniels), her father's girlfriend Susan Barnes (portrayed by Dana Delany), and Thomas' friends; and the leadership demonstrated by Amy, her father, and Susan. This film also adds many emotional insights with regard to the nature of unconditional love, maternal and paternal love, and conflict resolution among people in a family healing from hurt.⁴

Therefore, we propose that the film deals not only with protecting nature and solving family problems, but is also relevant in an organizational context, for example to organizational problem solving such as conflict resolution and leadership.

II . Film synopsis

The film starts with a fatal car accident in New Zealand that actress Amy Alden, who is just 13 years old, loses her mother. While Amy is rendered unconscious and hospitalized, she miraculously

¹ *Fly Away Home* is a film directed by Carroll Ballard, written by Bill Lishman, Robert Rodat, and Vince McKewin.

² *Fly Away Home* went on to win the Toronto International Film Festival People's Choice Prize (Third Award), the 1997 Broadcast Film Critics Association Award as the Best Family Film, the 1997 Christopher Award (for family films), the 1997 Young Artist Award in the category of Best Family Feature: Drama, and the 1997 Genesis Award for Feature Films. Anna Paquin was also nominated for the Young Artist Award for Best Performance in a Feature Film. She also won the Academy Award for Best Supporting Actress in 1994 at the age of 11 in a 1993 New Zealand romantic drama film, *The Piano*, which was written and directed by Jane Campion.

³ The film is based on a true story. The story dramatizes the actual experiences of Bill Lishman, who in 1986 began training geese to follow his ultralight. He succeeded in leading their migration in 1993.

⁴ We gained these insights from our family healing session directed by Dr. Thomas Park. We appreciate Daniel H. Park, David O. Park, and Changho Kim who participated in our family session, as well as director Dr. Thomas Park.

survives. Amy is then reunited with her father, Thomas Alden, and goes to live with him on a farm in Ontario, Canada, a month later. Her father is an eccentric inventor whom she barely knows, and as a result, Amy is miserable in her new life.

Amy's father later introduces her to his girlfriend, Susan Barnes. Amy, however, is hostile toward both her father and Susan. Amy neither adapts well to her new environment nor socializes with others because she is still mourning the death of her mother. She feels abandoned by her father because first he lives with his girlfriend Susan, and second, he makes no attempt to find her and her mother for nine years. Therefore, Amy stays in her room, walks around the house, or wanders silently through the marshes near her new home. She feels neither any sense of affinity nor affection for either her father, Susan, or her friends.⁵

There are two scenes in the film that overlap. One shows a lonely Amy, longing for her mother, sitting on a rock on a hill at sunset. She remembers that her mother used to push her on a swing, which hung next to her father's workshop, made from the tire of a car. The other scene depicts geese flying at sunset.

Meanwhile, the wild forest and a swamp area filled with birds in the Alden family's backyard are being bulldozed for development. At sunset, mother geese are desperately trying to protect their eggs from the development underway in the forest and swamp. However, they can no longer protect them and fly away somewhere.

At the time, Amy, who did not go to school that day, is perched on top of a fallen tree, and then accidentally finds wild goose eggs left behind by their parents. Feeling compassion for the abandoned eggs, Amy goes to her father's workshop to prepare to rescue them. Without the knowledge of her father Thomas, Susan, or her uncle David Alden (portrayed by Terry Kinney), she takes the eggs and hides them in a dresser in her father's barn. She incubates them with an incandescent light bulb under the barn. A few days later she discovers that the eggs have hatched.

The hatching eggs make Amy happy, and she cares for them following her instinctive maternal love. The goslings consider Amy to be their mother, as wild geese are imprinted with viewing as their mother the first thing they see after hatching. Amy, who is willing to try to act as their mother, eats and sleeps with the goslings.

Amy's father is then awakened by the sound of crashing woods around him caused by the

⁵ Another reason for her unfeelingness is that her father is interested only in his inventions and his hobby, i.e., taking up model aircraft flying. Moreover, her father loves his girlfriend Susan. Furthermore, her uncle is also slightly eccentric.

bulldozer. Getting up, he goes outside in only his underwear, protesting the development, “You don’t have a permit! We haven’t had the meeting yet! We haven’t voted! You’re totally illegal!” He and Susan then attend a meeting for the protection of nature and give their opinions on protecting the natural environment: “By destroying the marsh, they’ve accomplished their objective. There’s nothing left to save. It’s a done deal. And it’s an outrage. There are laws against this, and I want to know who amongst you...is going to enforce them?”

Amy goes to school, giving her father specific instructions on how to take care of the goslings: “You’ve got to feed them every two hours. And they need a lot of attention. If you put them outside, owls and cats will get them, and they’ll die!” Amy’s father, meanwhile, consults with local game warden Glen Seifert (portrayed by Jeremy Ratchford) about his daughter raising wild geese at home, asking him for advice on how to take care of them. Through the consultation, Amy’s father and Susan discover that geese learn everything from the mother goose: what to eat, how to fly, when to migrate, and where to migrate. Thus, the warden visits the Alden house where Amy is raising the geese.

One day, Amy and her father run an airplane on the runway, running together and ready to fly with the geese. However, the geese only run with Amy; they do not run after the plane because only her father is on board. The geese, following mother goose Amy, see the Amy-less aircraft as only a big object. They will not follow or fly after it unless Amy is on board. Therefore, the only way to teach the geese to fly is to have Amy fly in the airplane, and them alongside her. Her father understands this. He develops a plan to manufacture a goose-shaped airplane for Amy, so that the geese can fly the 500 miles from Ontario, Canada to North Carolina, USA with her.⁶

The warden, hit by Amy with a large pot and thrown off Alden’s property, keeps watch for a chance to confiscate the geese around Amy’s house. While Amy, her father, and Susan search for Igor, who was struck by the wing of the airplane and fell into the forest, the game warden confiscates the geese and coops them in birdcages. The next day, after having found Igor, fuelled by pain and anger, they hatch a plan to rescue the confiscated geese and to help them migrate from Canada to North Carolina.

Meanwhile, there was a situation that if no wild birds showed up at the sanctuary by November 1, it will be torn down by the developer, who plans to turn it into a housing development because there

⁶ The nautical mile is a unit of length that is about one minute of arc of latitude measured along any meridian. By international agreement it has been set at 1,852 meters exactly (about 6,076 feet) (http://en.wikipedia.org/wiki/Nautical_mile accessed on November 2, 2013).

are no longer wild birds in the swamp of North Carolina, USA. Numerous conservationists and concerned people protest the development. However, the owner presents a powerful argument that he cannot help developing. He then uproots trees in the swamp with a bulldozer. Some protesters sit and others stand in front of the bulldozer and developer. Whether the swamp is conserved or not as the habitat of wild birds depends on whether or not the migrating birds arrive.

At the same time, Amy and her father ride a bike to pick up the airplane. A friend of Amy's father sends a warden in the opposite direction⁷, and another friend breaks the locks to the cages and helps the geese escape.

The warden, who had visited Amy's house, often lectures at Amy's school: "We all have a responsibility to protect nature, and to look after the well-being of the creatures that live in it, just like we take care of our pets at home."

Eventually Amy and her father fly their plane to where the geese have been cooped. A friend of Amy's father helps the geese fly away with Amy and her father. Soon as the geese see Amy, they fly along with her towards North Carolina. While Amy's classmates come out of the class and raise a big cheer simultaneously, the warden absentmindedly gazes at the scene.

When Amy, her father, and the geese fly across an international boundary without a permit or official approval, the United States Air Force, discovering the approach of a flying object across an international boundary, issues an emergency and prepares for action.⁸ Amy, her father, and the geese make an emergency landing at Niagara Air Force Base in the midst of this emergency preparedness.

Amy and her father are then immediately arrested and investigated by the Air Force base. Amy's father explains in detail the situation and the geese, also explaining that it was an absolute emergency: "We had no idea this was an Air Force base." Amy reiterates how sorry they are. The Air Force listens to them and understands the situation. When Amy, her father, and the geese take off once again, the Air Force stands in line and cheers them on. Amy and her father Thomas become national news. Residents watching the news shout for joy: Fourteen-year-old Amy Alden lead 15 Canada geese south in a really big goose. They departed from Niagara Air Base at 5:00 am. Commanding General Olin Hatfield says he has never seen such an inspirational sight. Amy suddenly becomes a hero.

⁷ A friend of Amy's father asks another warden for help after a critter entered their tent. Both he and his brother have no idea what it might be. The friend thereby succeeds in sending the warden off in another direction toward Amy and her father, who were arriving shortly.

⁸ Amy and her father's aircraft are mistaken for UFOs by the United States Air Force.

The geese, following Amy, are sometimes targeted by hunters, and sometimes join other wild geese because it is the migration season. Meanwhile, Amy, her father, and the geese safely land at the side of a lake. The owner of the lake, a grandmother, pulls a gun on them because they are intruding on her private land. Discovering that Amy is the little girl she saw on television, she invites the party into her home, serves them a meal, and provides them with a second-floor room for the night.

The next morning, Amy's father, Susan, and Amy's father's friends are pleased to watch Amy collecting her geese at the lake. When Amy and her father and the geese fly south again, the grandmother shakes her hands, praying for their successful flight.

Two beautiful scenes overlap here; one is Amy, her father, and the geese flying over a beautiful forest, and the other is Susan and friends of Amy's father driving on a scenic road. Meanwhile, a report on television shows a scene of crowds protesting the development of the swamp while a bulldozer pushes soil around.

Amy and her father fly through fog, and what is worse is now their high-tech navigational equipment is not working. Therefore, they suddenly fly between the towers of Baltimore, which provides for an astonishing, breathtaking, and marvelous scene. At that time, Amy's father coaches Amy to stay on the main street. Office workers see Amy and the geese flying past their windows, exclaiming: "Look at that! That must be the goose kid!"

Before thirty miles reaching the bird sanctuary, her father's airplane crashes in a corn field as a result of the nonfunctional navigation systems. Her father's shoulder is injured. Amy instinctively, makes an emergency landing in the corn field and goes to her father. He encourages Amy to finish the journey because, while he is not able to fly any more, the destination—North Carolina—is only 30 miles away. Encouraged by her father, Amy continues to fly with the geese to the swamp in North Carolina. After taking off, Amy heads toward the sanctuary, while her father Thomas hitches a ride with a local group of hippies who take him to the bird sanctuary.

On the other hand, Susan and Thomas' friends had already joined many hippies, tree huggers, townspeople, and animal enthusiasts. Agitated, they await the arrival of Amy and the geese.

Two scenes overlap on the television news; one is many people sitting in front of a bulldozer demonstrating against the development, and the other is Amy flying with the geese along the North Carolina Coast Mountains.

When Amy's father squeezes into the crowd and heads to the front of the bulldozer, he meets Susan and his friends. When the developer bulldozes the soil in front of the crowd, emphasizing

that this is his private property and zoning ordinance number 3185-7 is also now in effect, Amy's father speaks loudly: "Please! My daughter is up there by herself." Regardless, the developer warns people to move away from the bulldozer over a loud speaker. Susan also yells loudly: "Shut that thing off!"

During this turmoil, Amy and her geese enter the swamp through the beautiful lake. At the same time, the film's theme song, "10,000 miles" sung by Mary Chapin Carpenter, plays.⁹ Two scenes overlap here: One is of people (including Susan, Amy's father, and his friends) anxiously awaiting Amy's arrival with the geese. The other is Amy and the geese flying along the North Carolina coastline.

Amy and her geese eventually arrive, much to the joy of the townspeople and Amy's family, but to the dismay of the developers. The townspeople and the Aldens celebrate their victory: "It's the goose girl! She's coming!" This beautiful and moving scene is broadcast live on television.

Before the credits roll, the following caption appears: "In the following spring, Amy's flock took off and headed north on their own. All 16 geese, including Igor, returned to Amy's front porch." The film fades showing Amy greeting the geese, whose nests are filled with eggs.

III. Analysis with special reference to servant leadership

1. Leader as a moderator

People do not necessarily mature by being criticized, scolded, or blamed. People mature through praise rather than having their weak points and faults noted. Although we all have weak points and faults, we can grow when a leader generously accepts our limitations and watches over us fondly. Leader need to cure associate wounds and give them courage so that associates may again address the challenges. Great leaders are those who admire associates' strong points, provide opportunities to efficiently employ these strong points, monitor associates so that their weak points

⁹ "Fare thee well my own true love. Fare well for a while I'm going away. But I'll be back, though I go 10,000 miles. 10,000 miles my own true love 10,000 miles or more. The rocks may melt and the seas may burn if I should not return. Oh, don't you see that lonesome dove sitting on an ivy tree. She's weeping for her own true love as I shall weep for mine. Oh come ye back my own true love and stay a while with me. If I had a friend all on this earth, you've been a friend to me" (<http://www.youtube.com/watch?v=p8M8lssnf44> accessed on November 2, 2013).

may be changed into strong points, and encourage. We argue this type of leader as moderator.¹⁰

The film *Fly Away Home* provides useful insights into and tips for a paternal love and a leader as a moderator; the film does not express in detail why Amy's father left her mother. When Amy returns to her home in Canada after her mother died, her father is living with his girlfriend Susan. However, he demonstrates paternal love toward Amy by embracing her and treating her kindly. Even though Amy rebels, he does not scold her when she announces that "I'm not going to school anymore. I'd rather die than go back there." Rather, he encourages his daughter to go to school: "You're going to school. You belong in school every day. Go!"

When Amy tries to board and fly her father's airplane without telling him, she crashes into a ranch's tree fence because she does not know how to pilot a plane.¹¹ She nearly breaks her neck. Amy's father sees that, and instinctively runs to his daughter. He does not scold her but hug her tearfully, he asks: "Sweetie, are you hurt?"

And when Thomas teaches Amy how to fly, thirteen-year-old Amy fails many times; she makes errors in piloting the craft and dangerous errors in some cases. Disappointed, she proclaims she cannot fly. However, Thomas does not fixate on her faults and failures but comforts and encourages her instead. He gives her strength and encouragement to succeed in flying. We can say this is a "leader as moderator."

2. Leader as a peacemaker

To maintain peace in an organization, preserve organizational vitality, leaders need to be well prepared for conflicts that surface, to diagnose their causes, and to implement resolutions. Leaders are responsible for regularly communicating and to encourage vigorous energetic dialogue among organization members, but should not allow animosity or bitter opposition to interfere with problem solving. Clear, timely communication is valuable to maintain balance for the whole organization.¹²

The film helps moviegoers gain insights into a leader as a peacemaker: When Amy's father takes Amy to her old room after the automobile accident; he apologizes for the mess in her absence

¹⁰ Moses Yonggwan Park, New Leadership for Enabling Emergent Innovation, *The Annual of the Society of Economic Sociology* No. XXXV, 2013: 172.

¹¹ Susan is disgusted at hearing the news that Amy hopped into one of Thomas' planes, almost killing herself in the plane crash.

¹² Moses Yonggwan Park, op. cit.: 173.

and says to Amy.¹³

And after Amy's father and Susan attend a meeting for protection of nature, they return home late that night. However, Amy is not at home. They turn on the flashlight to find her. They find Amy asleep in her father's workshop with the 16 hatched goslings. Amy's father covers her with his coat. He allows her to keep the birds. This action marked the onset of the resolution of the conflicts in the relationship between Amy and Susan and her father, who had not fulfilled his role of a patriarch since he had been separated from his wife.

We glimpse Thomas' leadership as a peacemaker when Amy asks what happened between him and her mother; he admits his mistakes frankly and empathizes with her. When Amy and her father land on the lake and stay at a grandmother's house, they talk as follows:

Amy: "I want to know something. What happened between you and Mom?"

Amy's father: "What did she tell you?"

Amy: "She said you were both artists and that was difficult to begin with because artists can be selfish sometimes."

Amy's father: "Well, that's true."

Amy: "She said you were both to blame."

Amy's father: "We couldn't have been all wrong. We got you."

Amy: "But you hardly ever came to see me."

Amy's father: "New Zealand's pretty far away, Amy."

Amy: "That's a really lame excuse, Dad."

Amy's father: "It took me a long time to admit letting both of you go was a mistake.I'm really sorry."

Amy's father, as a peace maker, also helps Amy and Susan resolve their conflict and trust each other. He not only comforts, encourages, and loves Amy but also acknowledges and accepts the fact that he hurt her, further apologizing for his actions and asking her to forgive him.

When Amy yells at her father and his friend in the bathroom, Susan also plays an important peace maker role to mediate woman and man, Amy and her father.

¹³ "I haven't had a chance to clean up. I have been really busy with this, that, and the other thing. I haven't done any work to speak of on the house in nine years. It's gonna be really nice once it's all finished...I'll get this junk cleared out first thing in the morning and make it just like you remember it."

3. Leader as a server

Great leaders are those who support and serve associates so that they may creatively contribute from an independent perspective. Leaders need to help associate growth, to accept and praise such growth, and to empower their confidence. Even if a problem arises, a leader must believe in and support employees to encourage every employee to respond. The leader should focus on cultivating the talents of all employees. The leader must use his or her rich experience to support and serve every member of the organization so that each can implement an emergent innovation.¹⁴

The film describes a “leader as server”: Thirteen-year-old Amy takes pity on the abandoned goose eggs, carefully carries them to her father’s workshop, places them on towels and clothes, covers them with towels and clothes, and turns on incandescent lamps to incubate them. The eggs eventually hatch into pretty goslings. This seems similar to the maternal love displayed by a pregnant to-be-mother over nine months. She cares for the goslings like her babies and loves them; she feeds them, talks to them, gives those names, walks with them, and runs around the woods with them. Amy is not forced to train the geese to follow her. Driven by her maternal love, she serves the geese by helping them run and fly; she sets the example of how to run and fly by moving ahead of them. As she is just 13 years old, this is an adventure to her.

When the game warden attempts to clip the wings of a goose with a nail clipper, Amy, filled with unconditional maternal love, becomes upset.¹⁵ Hitting the warden with a pot, she rescues the goose, and the warden falls down. Amy’s father asks the warden to leave his property when he threatens to confiscate the geese if they start flying. Spurred on by her maternal instinct, Amy, scared and trembling, protects the geese. She runs into the bathroom with the geese and locks the door, crying as she pats them. Standing at the door, Amy’s father makes a promise to Amy: “I’m sorry. I didn’t know he was going to do that. Sweetie, I promise I won’t let anybody hurt them. Open the door.” However, Amy does not open the door and sleeps in the bathroom with the geese. The next morning, she wakes up and takes a shower. The geese then follow her.

We are impressed by the scene wherein Amy, in tears, finds him when Igor is unfortunately

¹⁴ Ibid: 174.

¹⁵ The game warden explains Ordinance 9314 to Amy and her family. He explains that all domestic geese must have their wings clipped so that they are rendered flightless so that they are stopped from landing on people’s front lawns or going onto the golf course as in the case of wild geese. We realize what true maternal love is when Amy displays her maternal instincts: She cannot bear it when the Canadian warden tries to clip a goose’s wing with nail clippers, and shouts at the warden while crying, ultimately rescuing the goose from him.

struck by the wing of Amy's aircraft and downed in the forest. She instinctively stops flying. She turns on a flashlight and searches for the goose in the forest. Amy repeatedly calls him as follows: "Igor? Hey, goose, goose, goose. We'll find him tonight; we have to." When she eventually finds the goose, who is terrified in the woods, she cries with joy. Amy's maternal love is like Jesus' parable:

"Suppose one of you has a hundred sheep and loses one of them. Doesn't he leave the 99 in the open country and go after the lost sheep until he finds it? And when he finds it, he joyfully puts it on his shoulders and goes home. Then he calls his friends and neighbors together and says, Rejoice with me; I have found my lost sheep."¹⁶

This is an unforgettable scene. We are tearful when we watch the scenes where Amy wraps a wounded Igor in a bandage, who limps alongside her. Her maternal love drives her to sit with Igor on her knee or on her shoulder, or on the back seat of the aircraft, always checking that he is okay.

Despite Igor's weakness, Amy loves him and feels compassion toward him, taking him to the swamps of North Carolina on board her airplane. After landing in North Carolina, Amy strokes the goose in the midst of a cheering crowd.

Susan also shows a "leader as server": conflicts sometimes occur between her and Thomas. She argues with him because he focuses on Amy and helps Amy to pilot an airplane, and in so doing, he grows to move apart from Susan. She is also upset at seeing Amy throwing a tantrum and locking herself in the bathroom in the warden scene.¹⁷ However, after a while Susan no longer points out Amy's and her father's faults in a negative way, rather, she positively serves them because she is moved by Thomas' devotion in helping Amy and the geese.

Although Amy dislikes her and avoids her because she is not her mother, Susan does not hate Amy or try to discipline her. Rather, she loves, encourages, and serves Amy who is lonely without her mother, and so takes care of goslings. Susan's maternal love and leadership is evident in the following case: After Amy hits the warden with her pot and rescues the geese, she takes them into the bathroom, and sleeps with them in the bathroom, having a shower the next morning. However, she does not know how to open the shampoo. She screams out in pain after getting shampoo in her eye. When her father and his friend hear her screaming, they run into the bathroom and force the

¹⁶ Luke 15: 4-6.

¹⁷ For example, Susan says to Thomas: "She's your daughter. You figure it out. Do not put me in the middle. Look, I've tried everything. I've been nice to her. I've been tough on her. Nothing's worked."

locked door open. She yells at them: “Out! Get out!” because she is in the shower. Susan then runs into the bathroom, and affectionately hugs Amy who is crying and shaking with anxiety, consoling her:

“Amy, I know I can never replace your mother, nobody can. But if you let me, I can be your friend. The first rule of friends is being able to trust each other. I promise you, nothing is going to happen to those geese. I won’t let it, and neither will your dad. That’s a promise.”

Susan comforts Amy, mourning with her. With this momentum, the estranged relationship between Amy and Susan is restored through love, trust, and understanding. We find this scene impressive.

Susan was with her when Amy wandered into the woods searching for Igor, and she also rejoiced with Amy when she found the injured, scared goose. This scene reminds us of words in the Bible: “Rejoice with those who rejoice; mourn with those who mourn.”¹⁸ We think that this is indicative of maternal love and leadership as server.

And Susan and friends of Amy’s father purchase a boat, camping equipment, a GPS, and radios. After following Amy, her father, and the geese by the boat, they follow their flight path by car, and encourage and serve Amy and her father.

We are also impressed by Amy and her father’s leadership as a server: Although Amy is only thirteen years old, her father starts teaching her how to pilot an airplane, encouraging her when she is embarrassed because she does not know how to manipulate the craft. When Amy takes off, the geese, thinking that their mother goose is on the fly, use their beaks to open the coop and pretend to fly, mimicking Amy by flapping their wings. Flying up and down, up and down, they are finally flying with Amy. On an autumn evening with a beautiful sunset, a beautiful flight begins; a formation led by the mother goose, Amy, the geese in a row, and the father goose taking the rear.¹⁹

4. Leader as a wisdom-creator

Leaders do more than direct, order, and control subordinates with plans and programs drawn on the base of data and information; they must use their personal knowledge and experience. Leaders

¹⁸ Romans 13:15.

¹⁹ When Susan sees the scene, she is thrilled, exclaiming, “That was so cool!”

must be modest and search for discretion and wisdom, full of understanding and skill from God. A great leader guides associates through insight and wisdom by correctly understanding a situation, recognizing a priority and showing the right direction. If great leaders face obstacles, they will search for the wisdom to overcome these obstacles rather than trying to eliminate them.²⁰

The film provides useful insights into leadership as wisdom creator: When Amy rides on a lawn tractor, leading a parade of geese,²¹ her father watches her regretfully. He knows that as the migration season comes closer, he will have to teach the geese, which migrate in the winter, to fly to a warm place such as North Carolina, USA. To migrate, the geese must fly. The problem is that Amy, in the role of Mother Goose, can teach them to run, but not how to fly and migrate to a warmer place.

Despite his busy schedule sculpturing dinosaurs, creating exact replicas for a museum, inventing an original refrigerator, and building a lunar lander, Amy's father begins to research and plan a homemade aircraft to teach the birds how to fly. This is because he learns that if the birds are not taught to fly properly, they will fly off on their own, and possibly get lost and succumb to the winter.

Through trial and error, Amy's father manufactures a goose-shaped airplane for Amy to lead the geese from Canada to North Carolina because he feels sorry for her. For example, Amy's father, his elder brother David Alden, and his friend Barry Stickland (portrayed by Holder Graham) share the same hobby of manufacturing airplanes without wheels. Thomas crashes the wheel-less plane in the woods. After that, they remanufacture a plane with an engine and wheels, and conduct several test flights. They then develop a goose-shaped plane with an engine and wheels, and teach Amy to fly the aircraft. Here a "leader as wisdom creator" is evident.

5. Leader as a vision maker

Leaders need to abandon vested rights and interests such as their honor, status, power, and possessions, and discard their own successful experiences to allow associates to demonstrate their creative capability. Leaders must show the direction where an organization should go, filling vacant space with their great vision and passion for their organization. More than anything else great vision and passion are required to be a great leader. A leader's role is showing the right target and direction

²⁰ Moses Yonggwan Park, *op. cit.*: 175.

²¹ When Amy rides on a lawn mower, she wears makeup, pretty clothes, and sunglasses.

in which an organization should proceed. Associates, who sympathize with the vision or direction will challenge, cooperate, encourage and commit themselves with passion towards realizing the vision or direction.²²

Amy's father encourages Amy to dream and hope to fly the geese to North Carolina according to their flight plan. At first, she rejects her father's plan: "No way." However, he talks her through this: "Believe me and I promise you!" Here, Amy's father is a "leader as vision maker" because he shares his vision of flying the geese south with Amy and his friends.

Although Amy's geese are tired after 20 miles, Amy's father, Susan, David, and Thomas' friend Barry attempt to teach the geese to fly for four days because they know that wild geese fly up to 1,000 miles at a time. Although their plan seems impossible, they are eventually successful. Their flying plan is as follows: "First, they fly 30 miles to Lake Ontario, then 30 more across the lake to the USA, and 65 miles further on is rendezvous number one at a farm just outside of Franklin Village, New York. On day two, they are going to Pennsylvania and across the Appalachian Mountains. 120 miles to rendezvous number two. On day three, they fly over Maryland, just east of Baltimore, and then south across the Potomac to the lowlands of Virginia. On day four, they go to a little town of New Hope. From there, it is just ten more miles to Valhalla.

6. Leader as a facilitator

Leaders need to support and encourage associates so they can use their initiative and rise to new challenges. A leader must become a facilitator who trusts and believes in associates, stimulating them to address the challenges of the future. Another important role of a leader is finding the next-generation leaders. A great leader does not regret empowering, and supporting them so that they can become respectable leaders.²³

First, we gained insights into a leader as facilitator from Amy's maternal love: She is impatient because Igor (the weakest and slowest of the gaggle) cannot fly with her.²⁴ Amy talks and encourages the goose through wireless apparatus from her aircraft to practice flying: "Igor, do you watch elsewhere? We need to leave by the end of this weekend. Come on! You can do it, Igor. Come

²² Moses Yonggwan Park, *op. cit.*: 175-176.

²³ *Ibid.*: 177.

²⁴ At first, Amy names the goose Gimpy because he was born with a bit of a limp. And Amy renames the goose Igor like in Dr. Frankenstein because she wants the goose be strong.

on!” In this poignant scene, we see the goose listening to her words and finally flying alongside Amy.

Second, the film depicts Thomas’ paternal love and leadership. Amy is seated on her father’s lap in the cockpit. He teaches, coaches, and encourages her to fly:

“Take it easy. Turn to the right. Lean to the right. Push the bar to the left. That’s it. Remember, you got 34 feet of wingtip up here. It’s kind of like having real wide hips. Let’s make a hard right. Good leans. Just like you’re flying. Keep the bar pushed down. Bar pushed down. Really bring it around. You got it.Bar centered. Nice and easy. Eyes straight ahead. Hands on the bar. Hold onto the bar, Amy. Smooth push out on the bar, and up we go. That a girl! You’re doing it! Keep the bar right about there.”

This scene eloquently shows that Thomas is a “leader as facilitator.” Similarly, the next scene depicts the same: When Amy and her father have their last flight for North Carolina, her father’s aircraft crashes into a cornfield. His shoulder is injured, and thus, he cannot continue the flight. He then encourages Amy to fly and lead the geese the final destination. Amy is on the verge of tears, trying to convince her father to fly with her in the airplane. Her father says that he is not able to fly with her because there is not enough fuel for both of them. If they fly together, they would be too slow and not make it on time. He coaxes her, saying that she can do it and must take them the rest of the way. It is because “you look like your mother who was brave, strong, and stood up to challenges.”

Amy’s father: “It’s only 30 miles. It’s an hour away. You can do it.”

Amy: “I can’t find my way without you.”

Amy’s father: “Yes, you can. Because you’re so much like your mother. She was brave. She went off, followed her dream. Nobody helped her. You’ve got that strength in you too.”

Amy: “I wish she was here now.”

Amy’s father: “She is. She’s right next to you. She’s in the geese. She’s in the sky. She’s all around you. And she won’t let you down.”

Amy: “I can’t leave you here. You’re hurt.”

Amy’s father: “Yes, you can. I want you to go. You take that plane. You take those geese. And you fly away. Follow the river until you reach the town of New Hope. Then turn

southwest and follow the coast for ten miles. Look for a lot of cars and people.”

This scene also indicates that Thomas is a leader who raises a thirteen-year old girl to be a leader of the next generation.

7. Leader as a thanks giver

The intrinsic motivation may be cultivated by the leader recognizing, praising, and thanking the associate for his or her work, rather than anything else. Therefore, the leader needs to admire associates, celebrate their successes, express admiration and thank them. Great leaders are those who are thankful to every associate, every individual in society, and people everywhere.²⁵

The film helps watchers gain into insights into leader as thanks giver. When Amy lands on the swamp of North Carolina with her geese amidst a cheering crowd, Susan first hugs Amy, giving thanks. Amy’s father then hugs Amy, rejoicing with her. Amy throws her arms around her father’s neck, rejoices, and then thanks him. Watching this scene, Thomas’ friends and the crowd rejoice with them and thank them. In addition to the side of those who rejoice and give thanks, the geese also rejoice and playfully splash water on the lake. These scenes leave a deep impression, depicting leaders as thanks givers.

²⁵ Moses Yonggwan Park, op. cit.: 177-178.