



**INDIVIDUALITY AND LEADERSHIP
REFLECTED IN RANDALL WALLACE'S
*SECRETARIAT***

A THESIS

**In Partial Fulfilment of the Requirements for
the Sarjana Degree Majoring American Studies in English Department
Faculty of Humanities Diponegoro University**

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PRONOUNCEMENT

The writer honestly confirms that she compiled this thesis entitled “Individuality and Leadership Reflected in Randall Wallace’s *Secretariat*” by herself without taking any result from other researchers in S-1, S-2, S-3, and in diploma degree of any university. The writer ascertains that she did not quote any material from other publications or someone’s paper except from the references mentioned.

Semarang, May 2017

RismaSintaPrimadany

MOTTO AND DEDICATION

“Perfection is not attainable, but if we chase perfection we can catch excellence.”

- **Vince Lombardi**

“If opportunity doesn’t knock, build a door.”

- **Milton Berie**

“Keep your fears to yourself, but share your courage with others.”

- **Robert Louis Stevenson**

“Big jobs usually go to the men who prove their ability to outgrow small ones.”

- **Ralph Waldo Emerson**

*The writer sincerely dedicates this thesis to her beloved family and someone
who always supports her.*

APPROVAL

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Semarang, May 2017

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ABSTRAK

Secretariat adalah sebuah film yang menceritakan kehidupan Penny Chenery ketika memimpin sebuah bisnis penangkaran kuda. *Secretariat* adalah seekor kuda milik keluarga Chenery yang dapat membawakan sukses sebagai bisnis penangkaran kuda tersebut dengan memenangkan berbagai perlombaan pacuan kuda. Tokoh utama dalam film, Penny Chenery, adalah orang yang meneruskan memimpin bisnis keluarga tersebut. Tujuan dari penelitian ini adalah untuk mendeskripsikan aspek-aspek intrinsik yaitu elemen naratif (tokoh dan penokohan, setting, konflik) dan elemen sinematik (jarak kamera, sudut pengambilan gambar, *mise-en-scene*, dan suara) dan untuk menganalisis aspek-aspek ekstrinsik yaitu nilai individualisme dan gaya kepemimpinan yang digambarkan oleh tokoh Penny Chenery di dalam film *Secretariat* dengan menerapkan teori *individualism* dan teori *Path Goal Leadership*. Penulis menerapkan metode penelitian pustaka dan pendekatan sosial-psikologi dalam penelitiannya. Pada penelitian ini, penulis menemukan bahwa Penny Chenery mencerminkan nilai individualisme dan empat jenis kepemimpinan berdasarkan teori *Path Goal Leadership*.

Kata Kunci: Individualisme, Gaya Kepemimpinan, *Path Goal Leadership*

CHAPTER 1

INTRODUCTION

1.1. Background of the Study

Shawn E. Klein in his essay “*Community and American Individualism*” says that America is a nation comprising individuals and individualism (par 3, page 1). It is proven by the fact that now people can pursue their own happiness. As said by Ralph Emerson in *Self-Reliance*, “To believe your own thought, to believe that what is true for you in your private heart is true for all men, that is genius” (par 1, page 1). It shows that Emerson agrees with people who believe in themselves and do not influence the other’s life. Americans also believe that they can reach their dreams by their own struggling without any tight interference from others. Being a leader is one example of the American’s struggling for reaching their goal of life.

Manfred Kets de Vries in Tony Kippenberger’s book entitled *Leadership Styles* states that leadership is an attribute containing a pattern of personality and characteristic behavior which stimulates people to be more effective in reaching a set of goal (2002:7). Then, leadership is also a process when a leader is struggling for influencing members of a group to be more motivated to reach a common goal. In short, leadership is a pattern of characteristic behavior and personality of a person who struggle for influencing members of a group to reach their goal. Leadership style is based on the behavior and personality of a person.

Movie can illustrate the society's life. The writer chose a movie to explain the topic about individuality and leadership above. The writer chose the *Secretariat* to be the object of research because this movie reflects individuality and leadership style of the main character, Penny Chenery. The *Secretariat* is also a good movie which reflects the spirit and belief of a leader in her struggle for a goal.

Secretariat is an American movie directed by Randall Wallace. It was released in 2010 by Walt Disney Picture production. This movie reflects individualism value and leadership style which are shown by the actions of the character, Penny Chenery, in leading and managing her family's business. The power of her leadership skill can be seen from her strong belief and willingness in influencing other people to reach their goal. It is also shown that the character can handle every problem which happened in the process of developing her business. As a result, the writer is interested in identifying how individualism and the style of leadership are represented by the character in the movie.

1.2. Scope of the Study

In this study, the writer limits the object of study on two aspects. The first aspect is intrinsic aspect which contains narrative elements and cinematic elements. The second aspect is extrinsic aspect which the writer concentrates on individuality and the style of leadership reflected by the main character, Penny Chenery.

1.3. Aims of the Study

In accordance with the title, *Individuality and Leadership Reflected in Randall Wallace's Secretariat*, the aims of the study are:

- 1) To describe the intrinsic aspects in *Secretariat* movie which are character, setting, and conflict;
- 2) To analyze the individuality and leadership style which are reflected by the character, Penny Chenery, using Individualism theory and Path Goal-Leadership theory.

1.4. Method of the Study

1.4.1. Method of Research

In this study, library research is used to collect the data. The main data and supporting data were collected from e-book, books, article, and internet websites. The main data is *Secretariat* movie which is directed by Randall Wallace. The supporting data contains theories and information which are related to the object analysis.

1.4.2. Method of Approach

The writer applies exponential approach for analyzing the narrative elements. As said by Guerin et al in *A Handbook for Critical Approaches to Literature*, "We designate this method as the exponential approach because the inclusiveness of that term suggests at once the several meanings of motif, image, symbol, and archetype" (1992: 197). Movie is used as her main object, so the

narrative elements and the cinematic elements of the movie are analyzed by the writer. The narrative elements of the movie consist of character, setting, and conflict. Meanwhile, the cinematic elements which are analyzed by the writer are camera distance, angle, *mise-en-scene*, and sound. Further, social psychology approach is applied to examine the extrinsic aspect. According to Oldendorff in Santoso, social psychology is the study of individual behavior related to social condition (2010:9). In analyzing the individuality reflected in the movie, the writer applies Ralph Waldo Emerson's theory of individualism. The writer also uses Path Goal-Leadership theory to analyze the leadership behavior of the character in leading and influencing the other characters in the movie.

1.5. Organization of the Study

This thesis is divided into five chapters, which are:

CHAPTER 1 INTRODUCTION

This chapter contains background of the study, scope of the study, aims of the study, method of the study, and organization of the study.

CHAPTER 2 SUMMARY OF THE MOVIE

This chapter contains a short summary of *Secretariat* movie which is directed by Randall Wallace. This chapter is written to give information about the story line and to introduce the characters of the movie to the readers who have not watched the movie.

CHAPTER 3 THEORITICAL FRAMEWORKS

This chapter contains intrinsic and extrinsic aspects theories. The theory of intrinsic aspect is related to narrative element and cinematic element. In the other side, individualism theory and leadership style theory belong to the extrinsic aspect.

CHAPTER 4 INDIVIDUALITY AND LEADERSHIP REFLECTED IN RANDALL WALLACE'S *SECRETARIAT*

Chapter 4 contains the analysis of intrinsic and extrinsic aspects of the movie. The narrative elements and cinematic elements are the intrinsic aspect which is analyzed by the writer. The narrative element consists of character, setting, and conflict of the movie. The cinematic element contains camera distance, angle, *mise-en-scene*, and sound. Meanwhile, in the extrinsic aspect, the writer analyzes individuality and the style of leadership reflected by the character Penny Chenery in *Secretariat* movie.

CHAPTER 5 CONCLUSION

This chapter contains the conclusion of the analysis which is done by the writer.

BIBLIOGRAPHY

CHAPTER 2

SUMMARY OF THE MOVIE

This movie tells the life of Penny Chenery (Penny Tweedy) in leading and managing his father's business. Penny Chenery is a housewife, and she lives with her husband and her four children in Denver, Colorado. Her husband's name is John Bayard Tweedy. Her four children are Kate Tweedy, Sarah Tweedy, Bill Nack, and Earl Jansen. She has parents who live in Doswell, Virginia. Her parents are Christopher Chenery and Helen Bates. She has two cousins, Margaret and Hollis Chenery.

One day, she returns to her childhood home with her family in Doswell, Virginia because her mother passed away. She learns of her mother's death, and she decides to lead her father's business, which is Meadow Stables in Virginia. Although she lacks knowledge of horse-racing, she still has a strong belief that she can lead and bring the Meadow Stable into profitable business. In managing her Stables, Penny asks Lucien Laurin to be her new trainer after she fires her previous trainer. In leading the Meadow Stables, she is also accompanied by her father's secretary, Mrs. Ham.

Christopher Chenery had made a deal with Ogden Phipps. They flip a coin to determine which horse's foal will be taken. Penny hopes that she can get Somethingroyal's foal instead of Hasty Matilda's foal because of his speed and stamina. The result of the coin toss is that Phipps gets Hasty Matilda's foal, and Penny gets Somethingroyal's foal, which is named as Secretariat. Secretariat starts

his first race at Aqueduct race track in Queens, New York when he is two years old with the jockey Paul Feliciano. In this race, he loses the race and he is in the fourth position because he is hit by the other horses. Penny is angry with Lucien, and Lucien blames Paul as the jockey. After that, Penny realizes that she needs an experienced jockey, so she searches for a new jockey. She finds Ron Turcotte, and she asks him to be her jockey. Ron Turcotte is successful in bringing Secretariat to many victories.

One day, Penny's father suffers a stroke and passed away. She has an obligation to pay estate taxes about six million dollars. She always refuses to sell Secretariat although Ogden Phipps wants to buy Secretariat for seven million dollars. She believes that Secretariat will bring her victory in Triple Crown race, and Secretariat's value will triple. In the first race of Triple Crown race, Secretariat loses the race because of an abscess in his mouth which can cause the poor performance. Penny is very sad and tries to talk to Secretariat that she believes that he can be the winner in the next races.

Secretariat recovers and wins the second race, Kentucky Derby race, and the third race, Preakness race. Sham, who is her rival, comes in the second position in those races. In the end of the race, which is Triple Crown race, Secretariat runs very fast, and he reaches 31 lengths ahead of the next horse. Sham, her rival, loses the race. Penny accepts the Triple Crown trophy at the end of the race. Secretary becomes one of the greatest racehorse of all time. She is very proud of Secretariat, and she looks very happy with her family at the end of the story.

CHAPTER 3

THEORITICAL FRAMEWORK

3.1. Intrinsic Aspects

Pratista in his book entitled *Memahami Film* states that there are two elements of intrinsic aspects, narrative element and cinematic element (2008:1).

3.1.1. Narrative Element

The first element which the writer wants to discuss is narrative element. The narrative element of the movie which the writer wants to analyze are characters, setting, and conflict.

3.1.1.1. Characters

According to Margolin and Jannidis in *Character in Fictional Worlds Understanding Imaginary Being in Literature, Film, and Other Media*, “Characters are first and foremost elements of the constructed narrative world” (2010:9). Characters are the main part of the narrative elements which participate in building a movie. The types of character in a movie are minor character and major character. Minor character is the character that participates and supports the story plot in a movie. As said by Aminuddin in *Pengantar Apresiasi Karya Sastra* that a minor character is only servicing and completing the main character (2009:91). It can be concluded that minor characters are not too necessary in building a movie, because their role is just to complete the main character.

Major character is the primary character in a movie. Aminuddin in *Pengantar Apresiasi Karya Sastra* states that major characters have significant role in a movie (2009:91). Major characters are related to protagonist and antagonist. Based on Thrall and Addison in the book entitled *A Handbook to Literature*, protagonist is the prominent character of the story or play. The opposite of the protagonist is antagonist (1960:384). It can be concluded that protagonist is the character who disagrees with antagonist.

3.1.1.2. Setting

Setting is an important aspect in narrative elements because it helps the developing of the story plot. Meyer in his book, *The Bedford Introduction to Literature* states that “Setting is the context in which action of a story occurs” (1990:107). Meyer also divides setting into setting of time, setting of place, and setting of environment (1990:107).

Setting of time indicates when the event happens in the movie. It relates to the time, such as year, season, century, or other specific times. Setting of Place indicates where exactly the event happens in the movie. It relates to place or other location, such as house, country, city, buildings, and so on. Setting of Environment shows the situation or condition of social, cultural, or political of the movie. It includes behavior pattern of the society, family relationship, group, organization, political system, and so on.

3.1.1.3. Conflict

According to Perrine in his book entitled *Literature: Structure, Sound, and Sense*, conflict is as “a clash of actions, ideas, desires, or wills” (1988:42). A movie will be interesting when it contains some conflicts which are faced by the characters. According to Meyer, conflict is divided into internal conflict and external conflict. External conflict happens between the main character and another individual, society, or nature (1990: 45). Meanwhile, internal conflict happens in the character’s mind.

3.1.2. Cinematic Elements

The second element which the writer wants to discuss is cinematic element. This element relates to the movie photographing. In this thesis, the writer will focus on camera distance, angle, *mise-en-scene*, and sound.

3.1.2.1. Camera Distance

According to Pratista, camera distance is the distance between the camera and the object in a frame (2008:104). There are seven shots of camera distance which are Extreme Long Shot (ELS), Long Shot (LS), Medium Long Shot (MLS), Medium Shot (MS), Medium Close Up (MCU), Close Up (CU), and Extreme Close Up (ECU).

Pratista states that Extreme Long Shot (ELS) is the farthest distance between the object and the camera (2008:105). It shows a wide panorama until the object is almost unseen. Long Shot (LS) shows the environment, and it clearly

shows the body of human from head to toe (Pratista, 2008:105). Medium Long Shot (MLS) shows the human body from head to knee, and it looks balance with the environment (Pratista, 2008:105). Medium Shot (MS) shows the human body from head to waist, and it shows clearly the expression of the character (Pratista, 2008:105). According to Pratista, Medium Close Up (MCU) shows the human body from head to chest. In this shot, the character dominates the frame. This shot is usually used to expose the conversation between the characters (2008:105). Close Up (CU) shows the parts of the human body which are face, hand, or other small objects. Close up shot clearly shows the expression of the characters (Pratista, 2008:105). Extreme Close Up (ECU) shows the object in detail version, such as nose, ear, eyes, and other specific objects (Pratista, 2008:106).

3.1.2.2. Angle

According to Pratista in his book *Memahami Film*, camera angle is the angle view of the object which is in the frame. There are three types of camera angle which are low angle, straight-on angle, and high angle (2008:106). The first type is low angle. Low angle is the angle when the camera takes the pictures of the objects in the frame which is above them. This angle lets the objects look dominant, larger, strong, and confident. The second angle is straight-on angle. This technique is used when the objects in the frame is located parallel to the camera. This angle lets the audiences see that the objects are in the same level with them. The last type of angle is high angle. This technique is used when the camera is above the objects in the frame. High angle makes the objects in the

frame look smaller and weak. This angle is usually used to show the scenery and the situation around the objects in the frame.

3.1.2.3. *Mise-En-Scene*

According to Pratista in *Memahami Film*, *Mise-en-scene* is all the things that are captured in a movie production (2008:61). Meanwhile, Thrall and Addison in *A Handbook to Literature* state that “*mise-en-scene* is the stage setting of a play, including the use of scenery, properties, etc., and the general arrangement of the piece” (1960:291). In this study, the writer focuses on two components of *mise-en-scene* which are costume and make up and lighting.

The first component of *mise-en-scene* is costume and make up. According to Nusim in “*Costumes and Makeup Activities Guide*”, costume is every garment which is worn by the characters in a movie (Nusim, 2008:6). Costume is storytelling tool which communicate the characters’ personality to the audiences. It helps the actors and actress to become the new and believable people on the screen. Clothes, shoes, and accessories are the example of costume worn by the characters in the movie. Nusim in her essay states,

“Like costume designers, makeup artists are storytellers. Whether the script requires actors to look beautiful or ragged, younger or older, or like monsters or other fantastic beings, makeup artists and hairstylists help audiences believe that what they see on the movie screen is real” (2008:6).

Based on the statements above, make up also has a big role in creating the perfection of the movie. Make up makes the characters in the movie become real. Nusim also said that movie make up is a combination of knowledge and art

(2008:6). It means that to create the real character in the movie, makeup artist needs to be intellect.

The second component is lighting. Lighting is used to produce light on the frame of the setting of place, setting of time, and setting of environment, and every event which is happened by the characters in the movie (Harymawan, 1988:146). Lighting can help the audiences understand and feel the condition and situation of time, place, and environment around the characters in the movie.

3.1.2.4. Sound

As stated by Pratista in *Memahami Film*, sound means all the sound which is produced in the movie. Sound in a movie consists of music, dialog, and sound effect (2008:149). In this study, the writer only focuses on dialog and music.

3.1.2.4.1. Dialog

As said by Thrall and Addison in the book entitled *A Handbook to Literature*, dialog is the conversation between two or more characters as reproduced in a movie (1960:139).

3.1.2.4.2. Music

As said by Pratista in his book *Memahami Film*, music is an essential part of the movie which gives the moods, nuances, and situation of the movie (2008:154). The music of the movie can be lyrical music or instrumental music. The lyric or instrument supports the mood of every scene of the movie.

3.2. Extrinsic Aspects

Extrinsic aspects are the aspects of a movie that relates the movie to the condition of social. In this study, the writer will discuss about Individualism Theory and Path Goal Leadership Theory.

3.2.1. Individualism

According to Adam in his essay entitled *A Perspective on Individualism*, individualism is the ideology or political philosophy which stresses self-reliance and independence (par 1, page 1). Individualism is a concept of American value. In *The Great Frontier*, Webb says “Coming to America and choose where to live was the individualism itself. European individualists seek freedom by running away to the east coast of America” (1979). The statement means that European individualists come to America because they want to have individualism itself.

3.2.1.1. Aspects of Individualism

There are some theories of individualism. One of the theories is individualism theory by Ralph Waldo Emerson which the writer wants to apply in conducting this study. Based on Emerson’s essay entitled *Self-Reliance*, there are three aspects of individualism which are self-reliance, self-confidence, and non self-egoism. Those aspects of individualism will be used to analyze the individuality reflected by the character Penny Chenery in *Secretariat* movie.

3.2.1.1.1. Self-Reliance

The first aspect is self-reliance. Self-reliance relates with self-responsibility. In his essay, *Self-Reliance*, Emerson says that every individual must know what are the good and the bad for him, so that every individual has to keep his responsibility for that. It can be concluded that if an individual has self-reliance in his own self, he also has self-responsibility. Here is quotation from Emerson in his essay,

“There is a time in every man’s education when he arrives at the conviction that envy is ignorance; that imitation is suicide; that he must take himself for better, for worse, as his portion; that though the wide universe is full of good, no kernel of nourishing corn can come to him but through his toil bestowed on that plot of ground which is given to him to till” (1841: par 2).

In the quotation above, Emerson explains that every man should believe in his own self and should take himself as his portion. Every man must choose what is good for him and what is bad for him, and he must be responsible for what they have chosen.

3.2.1.1.2. Self-Confidence

Self-confidence is the second aspect of individualism. Emerson says that every individual will always be confident in every step he will take and in every opportunity he has been gotten. By having self-confidence, an individual can reveal his idea towards the other people, so that he can reach his goal. It is proven by the quotation from Emerson in his essay below,

“I shall endeavour to nourish my parents, to support my family, to be the chaste husband of one wife, - but these relations I must fill after a new and unprecedented way. I appeal from your customs. I must be myself. I cannot break myself any longer for you, or you... I will not hide my tastes or aversions” (1841: par 30).

3.2.1.1.3. Non Self-Egoism

The last aspect of individualism is non self-egoism. An individual is part of society, so in order to get enjoy and comfortable life, he must care with society. Individualism does not mean as egoism, so an individualist has to respect the other’s opinion. A man who has non self-egoism can have a comfortable life, and he can also work together with the society to reach his goal of life. It is proven by the quotation from Emerson in his essay entitled *Self-Reliance*,

“If you are true, but not in the same truth with me, cleave to your companions; I will seek my own. I do this not selfishly, but humbly and truly. It is alike your interest, and mine, and all men’s, however long we have dwelt in lies, to live in truth... if we follow the truth, it will bring us out safe at last” (1841: par 30).

3.2.2. Path Goal Leadership Theory

According to Robert J. House in *Path-Goal Theory of Leadership*, “Leaders are effective because of their impact on subordinates’ motivation, ability to perform effectively and satisfactions” (1975:1). House states that *Path-Goal theory* reflects the dominant paradigm of the leadership study through about 1975 in which the *Path-Goal theory* is a theory of task and person oriented supervisory behavior. This theory is a dyadic theory of supervision in which it addresses the effects of superiors on subordinates. It is also said that “the theory is called Path-Goal because its major concern is how the leader influences the subordinates’

perceptions of their work goals, personal goals and paths to goal attainment” (House, 1975:1).

According to House in *Path-Goal Theory of Leadership* (1975:8-12), there are four types of leadership in reaching the goals.

1. Directive Leadership

According to House, directive leadership lets the subordinates know what are expected of them, gives direction about what should be done, gives some understanding to the subordinates, maintains the subordinates’ performance, and asks the subordinates to follow all the rules in finishing the work (1975:8). It can be concluded that directive leadership always gives a clear guidelines to the subordinates and lets the subordinates know about the procedures and rules to finish the works.

2. Supportive Leadership

According to House, “supportive leadership will have its most positive effect on subordinate satisfaction for subordinates who work on stressful, frustrating or dissatisfying tasks” (1975:9). It can be concluded that supportive leadership is the style of leadership which is always encouraging the subordinates who work on stressful and hard tasks. This type of leadership can increase the subordinates’ satisfaction.

3. Participative Leadership

According to House, participative leadership always does consultation with the subordinates, then collects the subordinates' suggestions, and takes all the suggestions into consideration before making a decision (1975:11). It can be concluded that participative leadership always lets the subordinates participate in making a decision.

4. Achievement Oriented Leadership

According to House in *Path-Goal Theory of Leadership*, achievement oriented leadership lets the subordinates struggle for reaching higher performance and confidence to meet the goal of challenging. It can be concluded that achievement oriented leadership makes the subordinates struggle for getting their goals (1975:10).

CHAPTER 4

INDIVIDUALITY AND LEADERSHIP REFLECTED IN RANDALL WALLACE'S *SECRETARIAT* MOVIE

4.1. Analysis of Intrinsic Aspect

4.1.1. Narrative Elements

4.1.1.1. Characters

In this study, the writer only focuses on the major character and minor character. For the major characters, the writer will focus on two characters which are Penny Chenery as the protagonist, and Sham as the antagonist in this movie. Meanwhile, for the minor characters, the writer will only focus on two characters which are Lucien Laurin and Ron Turcotte.

4.1.1.1.1. Major Characters

1) Penny Chenery



Picture 4.1 Saying
goodbye to her family
(*Secretariat*, 00:10:09)



Picture 4.2 Seeing the
horse
(*Secretariat*, 00:25:36)



Picture 4.3 Talking to the
horse
(*Secretariat*, 01:44:07)

Penny Chenery is the main character in this movie. She is a beautiful woman, and she has a slim body. She likes to apply natural make up and wear a tidy and casual clothes as seen on the scene captured marked as picture 4.1, and picture 4.2 using Medium Long Shot (MLS) and picture 4.3 using Medium Shot (MS) technique. These three pictures use straight-on angle technique. Penny can be a fun person and also a serious person. Her fun expression can be seen from the scene captured marked as picture 4.1 while her serious expression is shown by the scene captured marked as picture 4.3. Another scene which shows her serious characteristic is the scene in the minute 00:18:17-00:19:16 of the movie. The lighting and the background music of the scene supports her serious acting and expression.

Penny is a brave woman who never feels scared of the other people. It is proven by the conversation between her and Mr. Jansen below:

Penny : That wouldn't just be disloyal. That would be committing fraud.
Mr. Jansen : Who the hell do you think you are? Coming here, accusing me?

Penny : Someone who knows enough law to know she's right. And I'm not missy anything. Get your things and get off my farm!

Mr. Jansen : I have a contract, and I'll sue you.

Penny : If I ever even hear your name again, I will see that you go to prison!

(*Secretariat* (2010), 00:13:10-00:13:30).

As she says "That wouldn't just be disloyal. That would be committing fraud" (*Secretariat*, 00:13:10-00:13:12), it indicates that Penny bravely shows Mr. Jansen's mistakes. From the sentence "Someone who knows enough law to know she's right", we can see that Penny has confidence to blame Mr. Jansen because she believes that she is right. In the sentence "Get your things and get off my farm" (*Secretariat*, 00:13:20-00:13:24), Penny shows her bravery to fire Mr. Jansen because Mr. Jansen is disloyal.

She always believes on her principle, and she is not easy to be influenced by the other people as clearly uttered in the conversation above:

Hollis : But there is another option.

Penny : I'm not selling him.

John : Due to his outstanding two-year-old season, if he were sold today, Secretariat would bring a price of seven million dollars. But if we were to lose just one of the Triple Crown races, that value would drop to three million with no way to recover it.

Hollis : So we sell Secretariat.

Penny : You try and sell him and...

Hollis : We're out of time. If we don't play this right, it could amount to nothing.

Penny : Our father came from nothing. And his legacy to me isn't money. It's the will to win! If you can. And live with it if you can't.

(*Secretariat* (2010), 00:49:48-00:50:20).

In this conversation, Hollis and John try to influence Penny to sell Secretariat. It is proven by John's sentence "Due to his outstanding two-year-old

season, if he were sold today, Secretariat would bring a price of seven million dollars” (*Secretariat*, 00:49:52-00:49:59) and Hollis’ sentence “so we sell Secretariat” (*Secretariat*, 00:50:05-00:50:07). Although John and Hollis strongly influence Penny to sell the horse, Penny has strong principle that she will never sell Secretariat as she says “I’m not selling him” (*Secretariat*, 00:49:51-00:49:52). She believes that she can reach her goal which is winning horse-racing competition. It is shown in her sentence “And his legacy to me isn’t money. It’s the will to win!” (*Secretariat*, 00:50:15-00:50:19).

2) Sham



Picture 4.4 Sham seeing
the horseracing
(*Secretariat*, 01:10:53)



Picture 4.5 Sham in the
press conference
(*Secretariat*, 01:19:52)



Picture 4.6 Sham is
shock of his defeat
(*Secretariat*, 01:51:36)

Sham is the antagonist character in this movie. He is tall, and he likes to wear tidy clothes and hat. It can be seen from the screen captured of the movie marked as picture 4.4, picture 4.5, and picture 4.6 using Medium Shot (MS) technique. Picture 4.4 and picture 4.5 use straight-on angle technique. Picture 4.6 uses low angle technique. Sham is an arrogant person, and he always underestimates her rival in horse-racing competition. Here is the conversation which is happened in the Kentucky Derby Pre-Race Conference.

Sham : Horseracing is unforgiving for trainers, horses and housewives. Let me tell you what you're going to hear from the Secretariat people. Excuses, excuses, excuses! Let me tell you what you're going to hear from me. We beat Big Red at the Wood, and we're going to beat him here again.

Reporter : Any comment, Miss Tweedy? How much pressure are you feeling from your investors right now?

Penny : Well, it's like every other all-or-nothing, multimillion-dollar gamble we housewives make every day.

Sham : Miss Tweedy didn't hear me, so I'm going to make it very clear. Secretariat is going down. I guarantee it!

(*Secretariat* (2010), 01:19:10-01:19:53).

As he says "Horseracing is unforgiving for trainers, horses and housewives" (*Secretariat*, 00:19:10-00:19:16), Sham clearly underestimates Penny as a housewife to be the winner of the race. His arrogance is shown in the sentence "Let me tell you what you're going to hear from the Secretariat people. Excuses, excuses, excuses! Let me tell you what you're going to hear from me. We beat Big Red at the Wood, and we're going to beat him here again" (*Secretariat*, 00:19:17-00:19:30). He always thinks that his horse is the greatest horse in the race, and no one can beat him.

4.1.1.1.2. Minor Characters

1) Lucien Laurin



Picture 4.7 Lucien
talking to Penny
(*Secretariat*, 00:34:02)



Picture 4.8 Lucien
reading a book
(*Secretariat*, 00:18:03)



Picture 4.9 Lucien
winning the competition
(*Secretariat*, 01:54:20)

Lucien Laurin is a French Canadian horse trainer. He had retired from a horse trainer before he helps Penny Chenery in training her horse. He likes playing golf, and he has high ability in training horses. He likes to wear colorful and eccentric clothes and hat which can be seen from the screen captured marked as picture 4.7, picture 4.8, and picture 4.9. These three pictures use Medium Close Up (MCU) technique. Picture 4.7 and picture 4.9 apply straight-on angle technique while picture 4.8 applies low angle technique.

Lucien Laurin is an anger person. Here is one of the scenes which show his anger characteristic.

Penny : Mr. Laurin, two of our mares are pregnant by Bold Ruler who is the finest stallion of his generation.
 Laurin : Fore! [man] Hey! Fore! [man] Watch where you're hitting! Well, I yelled "fore" you idiot. That's what "fore" means. You see how I am, Miss Chenery, when I put myself in a position to do something poorly? And I'm afraid at your stable, I'd be yelling "fore" all day long.
 (*Secretariat* (2010), 00:16:47-00:17:15)

As shown in the conversation, Lucien Laurin shouts loudly "Fore! Hey! Fore! Watch where you're hitting! Well, I yelled 'fore' you idiot" (*Secretariat*, 00:16:51-00:17:00) to the man in the golf arena. It shows his anger characteristic. He also realizes that he is easy to be angry if he feels something terrible for him as he says "You see how I am, Miss Chenery, when I put myself in a position to do something poorly? And I'm afraid at your stable, I'd be yelling 'fore' all day long" (*Secretariat*, 00:17:04-00:17:14).

In the other side, Lucien Laurin is also kind and gentle. It is proven by the conversation below.

Laurin : I brought you a little something from a mutual friend of ours. I offered to give it back to Seth, but he too thought you should have it. The 'tails' side is very nice.
 Penny : Lucien, you know you are absolutely the best trainer that I could have ever...
 Laurin : You're the best owner I ever saw.
 (*Secretariat* (2010), 01:39:12-01:39:40)

The scene above indicates the kindness and gentle characteristic of Lucien Laurin. In the conversation, Lucien Laurin gives something valuable to

Penny as he says “I brought you a little something from a mutual friend of ours. I offered to give it back to Seth, but he too thought you should have it” (*Secretariat*, 01:39:12-01:39:22). From his sentence “You’re the best owner I ever say” (*Secretariat*, 01:39:37-01:39:39), he gently says to Penny that Penny is the best owner he has ever seen. The background music of the scene in the minute 01:39:12-01:39:40 builds the romantic situation and also supports the gentleness characteristic of Lucien Laurin.

2) Ron Turcotte



Picture 4.10 Turcotte preparing himself
(*Secretariat*, 00:40:31)



Picture 4.11 Turcotte joining the race
(*Secretariat*, 00:42:48)



Picture 4.12 Turcotte winning the race
(*Secretariat*, 01:54:07)

The pictures marked as picture 4.10 using Medium Shot (MS), picture 4.11 using Long Shot (LS), and picture 4.12 using Medium Shot (MS) above

show that Ron Turcotte is a great jockey. He had won many horse racing competitions. Turcotte is not a tall man, and he sometimes can be an aggressive jockey when he is riding a horse. It is proven by Penny's statements in the conversation between Penny and Turcotte below.

Penny : They say you're one of the best. You got a great touch. You're great with young horses. They also say that you can be over-aggressive. Use bad judgment. Put a horse into too much traffic where he can't run.

Turcotte : Then, why did you come to me?

Penny : I hear you have the heart of champion. I know my horse does.

(*Secretariat* (2010), 00:38:26-00:38:47)

As Penny says "They also say that you can be over-aggressive. Use bad judgment. Put a horse into too much traffic where he can't run" (*Secretariat*, 00:38:31-00:38:39), we can know that Turcotte has aggressive characteristic when he is controlling the horse in the race. Turcotte is also a great jockey as Penny says "I hear you have the heart of champion. I know my horse does" (*Secretariat*, 00:38:42-00:38:47). Penny believes in Turcotte that he can bring *Secretariat* to many victories based on his ability in being a great jockey.

Ron Turcotte is an optimistic and not arrogant jockey. It can be proven by the conversation between Penny, Ron, and Laurin in the restaurant.

A man : Hey, Ronnie. Good job, man.

Ron : Thank you, man. To the greatest horse I ever rode.

Laurin : And to its owner, who took on the old boys and won. But now that you've gotten their attention, you're going to have to take them on in earnest next year.

Penny : The races are longer

Laurin : Much longer.

Penny : The horses are faster.

Laurin : Much faster. And every owner, every trainer, every jockey out there is going to be trying to bring us down.
 Ron : Yeah, I'll be ready.
 (*Secretariat* (2010), 00:45:55-00:46:23)

In the conversation, Turcotte says “Thank you, man. To the greatest horse I ever rode” (*Secretariat*, 00:45:57-00:46:02). It shows that he is not arrogant because he thanks to everyone who congratulates him for his victory in the races. He is also an optimist who can be very ready to join the next race, and he will struggle to be the winner of the race as he says “Yeah, I'll be ready” (*Secretariat*, 00:46:22-00:46:23).

4.1.1.2. Setting

4.1.1.2.1. Setting of Time

The *Secretariat* movie tells a story which happened in 1969. It can be proven by the screen captured marked as picture 4.13, picture 4.14, and picture 4.15 below. Picture 4.13 and picture 4.14 apply Extreme Long Shot (ELS) technique while picture 4.15 applies Long Shot (LS) technique. These three pictures use straight-on angle technique. In the introduction part of the movie which can be seen from the picture 4.13, it is written “Denver 1969”, so the story happens in 1969.



Picture 4.13 Penny's house in Denver
(*Secretariat*, 00:01:50)



Picture 4.14 The trip to Doswell, Virginia
(*Secretariat*, 00:03:06)



Picture 4.15 The Meadow stable in Doswell
(*Secretariat*, 00:03:11)

4.1.1.2.2. Setting of Place

4.1.1.2.2.1. Tweedy's home in Denver, Colorado

The *Secretariat* movie begins with the view of Tweedy's home in Denver, Colorado which is illustrated in the scene captured marked as picture 4.16 using Long Shot (LS) technique, picture 4.17 using Medium Long Shot (MLS), and picture 4.18 using Medium Long Shot (MLS). These three pictures apply straight-on angle technique.



Picture 4.16 Penny preparing breakfast
(*Secretariat*, 00:01:58)



Picture 4.17 Penny is in the kitchen
(*Secretariat*, 00:02:35)



Picture 4.18 Penny's family in the dining room
(*Secretariat*, 00:02:14)

4.1.1.2.2. The Meadow Stable in Doswell, Virginia.

The scenes of the movie mostly take place in The Meadow Stable in Doswell Virginia. Here are some screen captured pictures from the movie which shows the Meadow stable as the setting of place of the movie.



Picture 4.19 The field of Meadow Stable
(*Secretariat*, 00:03:10)



Picture 4.20 The house of Chenery family
(*Secretariat*, 00:03:56)



Picture 4.21 The
Meadow Stable
(*Secretariat*, 00:11:24)

The screen captured marked as picture 4.19 using Long Shot (LS) illustrates the field of Meadow stables. Some scenes of the movie take place in this field. The screen captured marked as picture 4.20 using Long Shot (LS) shows the Chenery's house in Doswell, Virginia. Some conversations also take place in this place. The screen captured marked as picture 4.21 using Long Shot (LS) technique illustrates the Secretariat's stable. The three pictures above apply straight-on angle technique.

4.1.1.2.2.3. In the Racetrack

There are some scenes of the movie which take place in the racetrack. This place is used to show the horse racing competition. There are some racetracks which are shown in this movie. The screen captured marked as picture 4.22 using Extreme Long Shot (ELS) and straight-on angle technique shows the Aqueduct Racetrack. This is the first place where Secretariat joins his first horse racing. The screen captured marked as picture 4.23 using Medium Shot (MS) and straight-on angle technique illustrates Saratoga Race Course where Secretariat joins his next

competition. The screen captured using Extreme Long Shot (ELS) and low angle technique marked as picture 4.24 shows Kentucky Derby racetrack.



Picture 4.22 The
Aqueduct Racetrack
(*Secretariat*, 00:32:04)



Picture 4.23 Saratoga
Race Course
(*Secretariat*, 00:40:46)



Picture 4.24 Kentucky
Derby racetrack
(*Secretariat*, 01:28:43)

4.1.1.2.2.4. In the Kentucky Derby Pre-Race Press Conference

There are some scenes which show the Press Conference between Penny's team and Sham's team. This conference is one of the Press Conferences which are attended by Penny and Sham. The screen captured marked as picture 4.25, picture 4.26, and picture 4.27 using Medium Shot (MS) technique below show the Kentucky Derby Pre-Race Press Conference where conflict between Penny and Sham happens. Picture 4.25 and picture 4.26 apply straight-on angle technique while picture 4.27 applies high angle technique.



Picture 4.25 Lucien is attending Press Conference
(*Secretariat*. 01:18:18)



Picture 4.26 Sham is attending Press Conference
(*Secretariat*. 01:18:18)



Picture 4.27 Kentucky Derby
Pre-race Conference
(*Secretariat*. 01:18:31)

4.1.1.2.3. Setting of Environment

The movie shows the situation of American society especially who live in the 19th century. This movie shows that in that time, horse racing is very popular, and many people are interested in horse racing competition. The screen captured marked as picture 4.28 using Extreme Long Shot (ELS) and straight-on angle technique below shows that many people from different areas and cultures are gathering together to see horse racing competition. The screen captured marked as picture 4.29 and 4.30 using Medium Shot (MLS) and straight-on angle technique show that American teenager, adult, and also children are interesting in watching

horse racing competition, so it can be concluded that in that time, horse racing is a popular culture of the society.



Picture 4.28 Horse racing competition
(*Secretariat*, 01:48:31)



Picture 4.29 People in the racetrack
(*Secretariat*, 01:50:16)



Picture 4.30 People seeing the horse racing
(*Secretariat*, 01:49:59)

4.1.1.3. Conflict

4.1.1.3.1. Internal Conflict

Internal conflict occurs in Penny Chenery as the main character. The first internal conflict is when Penny's mother is died, and she must continue her parent's business which is the Meadow Stable. Without any knowledge of horse racing, she decides to continue leading the business. The screen captured marked as picture 4.31 using Medium Shot (MS) and straight-on angle technique shows the Penny's expression when her mother dies. The lighting and the background

music of the scene in the minute 00:02:57-00:06:48 builds the sadden situation and also supports the expression of Penny's sadness.

The next internal conflict is when she is disappointed with the fact that she loses the horse racing competition. At night, she cries because she also misses her daughter, Kate Tweedy, who is playing her drama. The background music of the scene in the minute 00:36:15-00:37:29 using *Silent Night* song supports the Penny's sadness expression. Her expression is shown in the Picture 4.32 using Medium Shot (MS) and straight-on angle technique.

4.1.1.3.2. External Conflict

External conflict occurs between the main character and the other characters in the movie. The scene which shows one of the external conflicts is in the picture 4.33 when the conflict is happened between Penny and Laurin. They lose the horse racing competition, and they become emotional. The picture 4.33 using Medium Shot (MS) and straight-on angle technique shows their emotional expression.



Picture 4.31 Penny being sad
(*Secretariat*, 00:05:22)



Picture 4.32 Penny missing her family
(*Secretariat*, 00:36:15)



Picture 4.33 Penny and Laurin being emotional
(*Secretariat*, 00:34:56)

4.2. Analysis of Extrinsic Aspects

In this part, the writer discusses about individuality and the style of leadership reflected by the character Penny Chenery as the main character in the movie. In the chapter 3, some theories are given to give understanding about individuality and path goal leadership theory. These theories become the basis for analyzing the leader character, Penny Chenery, in the movie.

4.2.1. Individuality

4.2.1.1. Self-Reliance

In the chapter 3, Emerson says that every individual must know what are the good and the bad for him, so that every individual has to keep his responsibility for that. It can be concluded that if an individual has self-reliance in his own self, he also has self-responsibility. This value is reflected by the character Penny Chenery.

The scene which proves that Penny Chenery reflects Self-Reliance is when Penny comes to the gentleman's club to meet Mr. Hancock. Here is the quotation of their conversation.

Mr. Hancock : Well, how's it going?
 Penny : I fired Earl Jansen.
 Mr. Hancock : Do tell. Does that mean you're selling the horses or keeping them?
 Penny : The farm's in bad shape, as is Daddy. But I'm not willing to sell it unless I get what it's worth.
 Mr. Hancock : Well, horse farm needs a strong hand on the reins, but the hand that threw Earl Jansen out the door looks pretty strong to me.
 (*Secretariat* (2010), 00:14:22-00:14:48)

The conversation above shows the self-reliance value of Penny Chenery. Penny has made a decision to not sell *Secretariat* as she says "The farm's in bad shape, as is Daddy. But I'm not willing to sell it unless I get what it's worth" (*Secretariat*, 00:14:33-00:14:39) which means that she does not sell her horses even though her stable is in a bad condition. She has chosen what she thinks the good for her and her business, and she will take the responsibility for that. She keeps her decision not to sell *Secretariat* because she believes that *Secretariat* will bring welfare to the business.

4.2.1.2. Self-Confidence

Based on the understanding in the chapter 3, Self-confidence is the second aspect of individualism. Emerson says that every individual will always be confident in every step he will take and in every opportunity he has been gotten.

By having self-confidence, an individual can reveal his idea towards the other people, so he can reach his goal. This value is reflected by Penny Chenery.

The scene showing the self-confidence of Penny Chenery is when Penny joins Saratoga Race Course in July 1972. She comes with Mrs. Ham and Lucien Laurin to give support to Secretariat and his jockey, Ronnie Turcott. In the race track, Penny is mocked by her rival in there. Here is the conversation showing Penny's confidence against her rival.

Penny's rival : So which of you ladies owns Secretary?

Mrs. Ham : His name is Secretariat. And he's going to make your horse take dictation.

Penny's rival : You don't know which horses we own.

Penny : Doesn't matter. Mine's the big red one. And he's going to beat them all.

Penny's rival : Big red one.

(*Secretariat* (2010), 00:39:48-00:40:16)

In the conversation, we can identify the self-confidence of Penny Chenery by her sentence "His name is Secretariat. And he's going to make your horse take dictation" (*Secretariat*, 00:14:33-00:14:39). It shows that Penny is still confident although her rivals mock her. She believes that Secretariat will beat his rivals and win the horseracing. In the end of the Saratoga race, Penny can prove that Secretariat wins the race with an impressive victory by two lengths.

4.2.1.3. Non Self-Egoism

According to the understanding of individualism aspects in the chapter 3, non self-egoism is the third aspect of individualism. Emerson says that in order to get enjoy and comfortable life, an individualist must care with society.

Individualism does not mean as egoism, so an individualist has to respect the other's opinion. Penny also reflects non self-egoism which is proven by the scenes below.

The first scene which shows the non self-egoism of Penny Chenery is shown in the dialog between her and her husband, Jack.

Jack : I moved up our flight to first thing tomorrow. I've got to get back.
 Penny : Jack, I need a few more days here. I have to make sure Daddy's all right, sort through Mother's things. The kids could all do with a little responsibility. It will just be a few days.
 (*Secretariat* (2010), 00:09:04-00:09:20)

In the conversation above, Jack asks Penny to go home with him, but Penny says "Jack, I need a few more days here. I have to make sure Daddy's all right, sort through Mother's things" (*Secretariat*, 00:09:08-00:09:15) which means that Penny wants to stay in her parent's home for several days. She still worries with her father's condition after her mother's death, so she decides to accompany her father first. This act shows the non self-egoism of Penny Chenery.

The second scene showing the non self-egoism of Penny is when Penny talks to her daughter, Kate, by phone. Here is the conversation between Penny and Kate.

Kate : Mom!
 Penny : Oh, I just wanted to see how you're doing.
 Kate : Uh... Hey, I'm kind of busy right now. We're getting ready for a march. Mom, are you OK with that?
 Penny : Kate... our political beliefs can change, but our need to do what we believe is right...that doesn't. I'm proud of you.
 Kate : Thanks, Mom. Hey, I got to go. Can we talk later?

Penny : Sure.
 Kate : Are you all right?
 Penny : Sure. Yeah, we'll talk later.
 Kate : Ok, bye.
 (*Secretariat* (2010), 01:14:57-01:15:45)

In the conversation above, we can see the non self-egoism of Penny Chenery. As she says “Oh, I just wanted to see how you’re doing” (*Secretariat*, 01:15:01-01:15:04), she needs to talk with her daughter, Kate. Because her daughter is so busy in her collage, she understands and does not force her to talk with her any longer as she says “Sure. Yeah, we’ll talk later” (*Secretariat*, 01:15:39-01:15:41). That is also an evidence of non self-egoism of Penny Chenery.

4.2.2. The Style of Leadership Reflected by Penny Chenery in The Movie

1. Directive Leadership

As said by Robert House in the chapter 3, directive leadership is the style of a leader which lets the subordinates know about the procedures and rules to finish the work, and gives a clear instruction to the subordinates during the work. Here are some scenes reflecting the act of Penny Chenery which shows the directive leadership style.

Firstly, in the beginning of her leadership in the Meadow Stable, Penny makes her first instruction to the horse trainer who is Mr. Jansen. Here is the conversation between Penny and Mr. Jansen.

Penny : The sale was going to be to Oakworth Farms? ...You train for them, too, don't you?

- Mr. Jansen : I don't have an exclusive deal here. I work for them sometimes. So what?
- Penny : So if you arranged a deal that gave them four horses at half their market value and they paid you back, plus an extra share on everything they made, that wouldn't just be disloyal. That would be committing fraud.
- Mr. Jansen : Who the hell do you think you are? Coming here, accusing me?
- Penny : Someone who knows enough law to know she's right. And I'm not "Missy" anything. Get your things and get off my farm!
- Mr. Jansen : I have a contract, and I'll sue you.
(*Secretariat* (2010), 00:12:25-00:13:26)

In the conversation above, Penny scolds Mr. Jansen because he cannot work effectively and loyally as she says "So if you arranged a deal that gave them four horses at half their market value and they paid you back, plus an extra share on everything they made, that wouldn't just be disloyal. That would be committing fraud" (*Secretariat*, 00:13:02-00:13:12). Penny shows all his mistakes which can cause loss to their business. Because Mr. Jansen does not realize that he has done many mistakes, Penny gives instruction "Get your things and get off my farm!" (*Secretariat*, 00:13:22-00:13:24), so it means that she fires Mr. Jansen. She fires him because she wants to direct the business into the betterment of the business. The picture 4.34 using Medium Shot (MS) and straight-on angle technique shows that Penny is having conversation with Mr. Jansen.

Second instruction which is given by Penny to her subordinates is when Penny talks to her husband, Jack, about the coin toss event. Here is the conversation between Penny and Jack.

- Penny : That coin toss is in two weeks!

Jack : What's the difference? I don't have any idea which horse to choose.

Penny : ...Now the two dams are Hasty Matilda and Somethingroyal... But her grandsire was Princequillo. He had a great stamina, Jack. Do you know what that means?

Jack : Penny? Penny!

Penny : What?

Jack : Sire and dam and Sam-I-Am? What is this? Come on. We need you here, Penny. Come home.

Penny : Right after the coin toss.
(*Secretariat* (2010), 00:19:17-00:20:14)

In the conversation above, Penny gives information and explanation about the two horses to Jack. In her sentence "Now the two dams are Hasty Matilda and Somethingroyal... But her grandsire was Princequillo. He had a great stamina, Jack. Do you know what that means?" (*Secretariat*, 00:19:31-00:19:50), it shows that Penny has strong belief that Somethingroyal's generation will have stronger stamina than Hasty Matilda's generation. Later, Jack feels doubt about Penny decision and asks "Sire and dam and Sam-I-Am? What is this? Come on. We need you here, Penny. Come home" (*Secretariat*, 00:19:54-00:20:01). After hearing her husband's asking, Penny still maintains her willing in getting the Somethingroyal's generation and gives instruction to Jack "Right after coin toss" (*Secretariat*, 00:20:02-00:20:05) which means that she will go home after getting the horse in the event of coin toss. Their conversation is captured in the picture 4.35 using Medium Shot (MS) and straight-on angle technique.

Third instruction given by Penny Chenery to her subordinates is when Penny talks to Jack and Hollis in her office.

Hollis : But, there is another option.

Penny : I'm not selling him.

Jack : ...If he were sold today, Secretariat would bring a price of seven million dollars. But if he were to lose just one of the Triple Crown races that value would drop...

Hollis : So we sell Secretariat.

...

Penny : And his legacy to me is isn't money! It's the will to win!
(*Secretariat* (2010), 00:49:49-00:20:14)

Jack and Hollis come to ask her to sell the Secretariat because they have a big tax after her father's death. After hearing her husband and her brother's asking, Penny does not agree with them and says "And his legacy to me is isn't money! It's the will to win!" (*Secretariat*, 00:50:15-00:50:19). Her sentence means that she will not sell Secretariat, because she believes that Secretariat will bring the successfulness of the business. Their conversation is captured in the picture 4.36 using Medium Shot (MS) and straight-on angle technique below.



Picture 4.34 Penny talking to Mr. Jansen
(*Secretariat*, 00:12:25)



Picture 4.35 Penny talking to Jack by phone
(*Secretariat*, 00:19:17)



Picture 4.36 Penny talking to Jack and Hollis
(*Secretariat*, 00:49:49)

The next instruction given by Penny is when she talks to Turcotte and Laurin. Here is the quotation of their conversation.

Penny : The only reason I don't fire you both is we're leaving for Kentucky tomorrow.
 Turcotte : Do what you think is right, ma'am.
 Laurin : It's not Ronnie's fault. He had him where he should be.
 Penny : Well, if it's not the horse and it's not Ronnie. Then you had better figure out what happened today and you had better fix it!
 (*Secretariat* (2010), 01:12:27-01:12:44)

After they lose the competition, Penny talks to Laurin and Turcotte. She becomes angry with Laurin and Turcotte, and she blames them. Then, she gives instruction to Laurin about what should they do next by saying "Well, if it's not the horse and it's not Ronnie. Then you had better figure out what happened today and you had better fix it!" (*Secretariat*, 01:12:36:01:12:41).

2. Supportive Leadership

Based on the understanding from Robert House before, supportive leadership is always encouraging the subordinates who work on stressful and hard tasks. This leadership behavior style can increase the satisfaction of the subordinates who work on the hard situation. Here are some scenes which indicate the style of the supportive leadership reflected by Penny Chenery in the movie.

The first scene is when she talks to Ronnie Turcotte. Here is the quotation of their conversation.

Penny : They say you're one of the best. You got a great touch. You're great with young horses. They also say that you can be over-aggressive. Use bad judgment. Put a horse into too much traffic where he can't run.

Turcotte : Then, why did you come to me?
 Penny : I hear you have the heart of champion. I know my horse does.

(*Secretariat* (2010), 00:38:26-00:38:47)

In that time, she asks him to join the race as her jockey, but he tries to refuse Penny's request because he wants to stop joining horseracing. Penny supports him to still continue his job by saying "They say you're one of the best. You got a great touch. You're great with young horses" (*Secretariat*, 00:38:26-00:38:30). Their conversation is captured in the picture 4.37 using Medium Shot (MS) and straight-on angle technique.

The second scene is when she gives support to Mrs. Ham and Seth Hancock. In that time, their business is in the hard condition. She supports them not to give up the race by saying "We are going to see that horse run and win! And we are going to live rejoicing! Every day!" (*Secretariat*, 01:01:10-01:01:18). She believes that *Secretariat* can be the winner of the races. The scene is captured in the picture 4.38 using Long Shot (LS) and straight-on angle technique.



Picture 4.37 Penny talking to Turcotte
 (*Secretariat*, 00:38:10)



Picture 4.38 Penny talking to Seth and Mrs. Ham
 (*Secretariat*, 01:01:13)



Picture 4.39 Penny
talking to Secretariat
(*Secretariat*, 01:44:19)

The next scene is when Penny supports his horse, Secretariat before he joins the race competition. She says to Secretariat “I’ve already won. I made it here. I didn’t quit. I’ve run my race. Now you run yours” (*Secretariat*, 01:44:17-01:44:36). The picture marked as picture 4.39 shows how Penny supports Secretariat to join the race. The picture applies Medium Shot (MS) and straight-on angle technique.

3. Participative Leadership

According to House, participative leadership always allows the subordinates participate in making a decision. Participative leader always consults with the subordinates then receives all the subordinates’ suggestions to be her consideration before making a decision. In this movie, Penny also applies the style of participative leadership. It is proven by the explanation below.

Firstly, before deciding to continue the Meadow stable, Penny discusses with her cousin, Hollis, and her husband, John, about the condition of the Meadow Stable. As Hollis says to Penny “We have to face the facts. To run a horse breeding operation, you need a certain touch. I’m a professor, and you’re a

housewife” (*Secretariat*, 00:08:56-00:09:04), it shows that Penny lets him to give suggestion about their problem. Penny thinks about the suggestion before she makes a decision to continue the stable.

Secondly, in the coin toss event, Hollis comes to talk to Penny. Here is the conversation between them.

Hollis : This coin toss is big. The foal could be worth a great deal. I checked with some of Phipps’ people. They think he wants Hasty Matilda’s foal. So that’s who we’ll choose.
 Penny : No, Hollis, I think that’s wrong. Somethingroyal’s colt could have an unusual mix of speed and stamina.
 Hollis : Phipps has the best horse people in the world. You know more than they do?
 Penny : Come on.
 (*Secretariat* (2010), 00:20:56-00:21:18)

In the conversation, Hollis gives his opinion to Penny as he says “This coin toss is big. The foal could be worth a great deal. I checked with some of Phipps’ people. They think he wants Hasty Matilda’s foal. So that’s who we’ll choose” (*Secretariat*, 00:20:56-00:21:06). Hollis talks about Mr. Phipps choice to take Hasty Matilda’s generation, and he worries if Penny cannot take Hasty Matilda’s generation. Penny receives all the Hollis’s opinion, and then she says “No, Hollis, I think that’s wrong. Somethingroyal’s colt could have an unusual mix of speed and stamina” (*Secretariat*, 00:21:07-00:21:13). The conversation shows that Penny lets her subordinates to give her suggestions first before she makes a decision.

4. Achievement Oriented Leadership

Based on the understanding by Robert House in the chapter 3, achievement oriented leadership always lets the subordinates struggle for raising higher performance and confidence to reach the goal. Achievement oriented leader makes the subordinates struggle for getting the goals and successfulness. In this movie, Penny also reflects achievement oriented leadership style.

Firstly, in leading her Meadow Stable, she has a big willingness to reach her goal. She also reminds her subordinates that they should not give up before the race to reach their goal which is being the winner of the horse racing competition. From the conversation below, we can see that Penny is an achievement oriented leader.

Laurin : And to its owner, who took on the old boys and won. But now that you've gotten their attention, you're going to have to take them on in earnest next year.

Penny : The races are longer

Laurin : Much longer.

Penny : The horses are faster.

Laurin : Much faster. And every owner, every trainer, every jockey out there is going to be trying to bring us down.

Ron : Yeah, I'll be ready.

(*Secretariat* (2010), 00:46:05-00:46:23)

The conversation between Penny, Laurin and Ron above shows that Penny is a leader who always reminds her subordinates to be always ready for the race. She reminds them to be always ready to reach the victory of horse racing competition. From their sentences, it is shown that they become enthusiastic in joining the next races.

Secondly, Penny talks to Lucien Laurin about Secretariat's condition and Triple Crown race. Here is the quotation of their conversation.

Laurin : My instinct is to train him. Hard. To stoke that fire. But if I'm wrong, then they will say that not only did we ruin the horse's chances at the Triple Crown... they may say we ruined the horse.

Penny : Red is not afraid. And neither am I.

Laurin : Just remember, if we push him instead of rest him... it could be dangerous. Nobody knows how much he can take.

Penny : He does. He knows.

(*Secretariat* (2010), 01:35:37-01:36:16)

In the conversation, Lucien Laurin says "If I'm wrong, then they will say that not only did we ruin the horse's chances at the Triple Crown... they may say we ruined the horse" (*Secretariat*, 01:35:42-01:35:52) which means that he feels rather pessimist that they can win the race. Penny tries to convince him not to give up by saying "Red is not afraid. And neither am I" (*Secretariat*, 00:35:54-00:35:58), and she convinces him that Secretariat can win the race because winning the Triple Crown race is their goal.

CHAPTER 5

CONCLUSION

In managing and leading her business, based on the writer's analysis, Penny Chenery reflects individuality and four leadership styles of Path Goal Leadership theory. Based on the analysis which Penny reflects the three aspects which are self-reliance, self-confidence, and non self-egoism, it can be concluded that Penny reflects American Individualism value. As an individual, Penny struggles for reaching her goal which is being a good leader to create a successful business.

Penny as the leader of the Meadow Stable applies directive leadership style, supportive leadership style, participate leadership style, and also achievement oriented leadership style towards her subordinates. She applies directive leadership style to guide the subordinates and the business into the betterment of the business. She applies supportive leadership style to support the subordinates who are getting pessimistic in doing their work. Supportive leadership style is also used to increase the subordinates' satisfaction in doing their work. She applies participative leadership style to make a decision, so that she can consider all the suggestions given by them before making a decision. She also applies achievement oriented leadership to build a higher performance of the subordinates to reach their goal.

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