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Gus' Transformational Leadership to Realize Individual Consideration In *The Ministry of Ungentlemanly Warfare* Movie

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Abstract

This study examines how transformational leadership is portrayed, namely the idea of individual consideration, as exemplified by Gus March-Phillips in Guy Ritchie's film The Ministry of Ungentlemanly Warfare. The movie, which is set during World War II, emphasizes how Gus's leadership promotes friendship, providing personal attention, mentoring and coaching, respecting different needs and learning styles, and creating a supportive environment. The research demonstrates Gus's capacity to coach, give individualized attention, and foster an inclusive atmosphere that improves his team's relationships and mission achievement through a qualitative examination of significant conversations and situations. The results show how individual consideration and regard for individual needs, which are hallmarks of transformational leadership, can improve team cohesiveness and personal development.

Keywords: *Guy Ritchie, Individual Consideration, The Ministry of Ungentlemanly Warfare, Transformational Leadership.*

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INTRODUCTION

Transformational is relating to or involving the process of significant change or transformation, especially in a way that results in improvement or growth. Leadership is the act or ability of guiding, influencing, or directing a group of people, an organization, or a community toward the achievement of goals. It involves making decisions, providing direction, and motivating others to act.

Transformational leadership is a leadership style in which a leader inspires and motivates followers to reach their full potential. It is a type of leadership that focuses on developing people and organizations under the direct influence of a leader by creating a positive and inclusive company culture. A transformational leader is someone who leads by example, inspiring and empowering followers to achieve higher levels of productivity (Bass, 2006).

The idea of transformational leadership was first introduced by James MacGregor Burns in 1978. Burns described it as an approach to leadership that goes beyond transactional leadership, which is based on rewards and punishments, and focuses on the long-term development of individuals and organizations through inspiring vision, intellectual stimulation, and individualized consideration. Bernard Bass later developed the concept further in the 1980s, adding that transformational leadership should also involve personal development and growth for both the leader and the followers (Burns, 1978).

The Ministry of Ungentlemanly Warfare is a movie released in 2024 and adapted from Damien Lewis' book entitled *The Ministry of Ungentlemanly Warfare: How Churchill's secret Warriors Set Europe Ablaze and Gave Birth to Modern Black Ops* published in 2015.

The main background of this film is the situation of World War II, where SOE faces the German Military which was very strong and dominant in Europe at that time. To fight the war, Churchill decided that traditional war tactics alone were not enough. So, the SOE units were formed, each of whose personnel carried out different duties. Each of their duties included carrying out covert operations, sabotage, killing important targets, and supporting resistance movements in Nazi-occupied countries. This phenomenon illustrates how war can force countries and individuals to take extreme

steps to achieve victory. The methods used by the SOE were often controversial, but they provided significant controversy in bringing down the Nazi army and supporting the Allied efforts to win the war.

METHOD

This research is explored through a qualitative method that examines certain concepts and textual data. The researchers try to analyze how the movie *The Ministry of Ungentlemanly Warfare* illustrates the individual consideration concept in transformational leadership of the main characters by focusing the research on the war situation of Gus March-Phillips. The purpose of this study is to find out the character behind the main character using individual consideration in transformational leadership through the friendship between Gus March-Phillips and his team which will lead to a happy and healthy mutually supportive friendship. By watching the entire movie and dialogue between the main character and his team closely. It also provides quotes from movies and sources that support the analysis

RESULTS AND DISCUSSION

Gus March Phillips' Individual Consideration in *The Ministry of Ungentlemanly Warfare*

Guy Ritchie's movie tells mainly about the war situation in World War II between the Gus March-Phillips and the Nazi. This movie is published in 2024 that explore a story about secret warfare in that era. Gus March-Phillips is a captain of a secretive mission in which he has to lead a task force to attack the *Duchessa*, a ship that brings fuel for Nazi's U-Boats. The proofs of his leadership are shown below;

Data 1

A jolly boys trip. (02:20)

Lassen answers the German sailor that he and his fellows are on a sailing holiday trip. The word (Jolly) means "cheerful" or "lighthearted", so it describes a cheerful fellowship on a sailing holiday trip (Ritchie, 2024).

Data 2

Here you go.

Any other people on the boat?

Just the two of us. (02:31 – 02:41)

The German sailor asks the boys if there is anyone else in the boat besides the two of them. Gus then answers him, saying that there are only two people on the boat. Gus says that to make them believe that there are only two people on the boat. This tactic likely serves to reduce suspicion, making the situation appear non-threatening or unworthy of further inspection (Ritchie, 2024).

Data 3

You've been a naughty boy!

I'll give you a 100 francs to shoot him.

Don't shoot me! (03:16 – 03:23)

The boys are mocking the German sailors, who have previously threatened them, expecting them to fear and submit to the German sailors' domination. They are mocking the German sailors to weaken their mentality and to create confusion in them. Lassen joked by offering "100 francs" for the sailor to shoot Gus, and Gus responded by jokingly, "Don't shoot me!" This interaction shows a confident attitude and a psychological game in which they try to control the situation with humor. In this way, they can mess up the concentration of German sailors or even underestimate them (Ritchie, 2024).

Data 4

I need men who are willing to go and sink those ships. (09:13 – 09:17)

Churchill urgently needs a team who are willing to go and sink the Nazi forces' ship. The choice goes to Gus, Because Gus is a person who does not obey anyone other than his own stand. Go and sink means doing things effectively and efficiently, without asking and just doing the job (Ritchie, 2024).

Data 5

Because crafty Germans, being crafty Germans, have positioned themselves in a Spanish colony.

If we attack that colony, the rest of unoccupied Europe will join the Nazis, and it's only a question of time before we find ourselves frying big pink sausages wearing nothing but lederhosen. (09:23 – 09:43)

The crafty Germans position themselves in a Spanish colony. If the Allies attack that colony, there is a risk that other European countries will join the Nazis, strengthening their position. The figurative phrase “frying big pink sausages wearing nothing but lederhosen” reflects the worry that the Allies may lose and be forced to submit to German power in an embarrassing way (Ritchie, 2024).

Data 6

I have a mission I want you to lead.

Why are you asking me, M? (11:12 – 11:17)

After Gus arrives, M gives him a mission and insists that Gus should lead it. However, Gus is puzzled as to why M wants him to carry out the mission. Gus asks that way because he is previously handcuffed by them before entering the room, and considered as a military criminal. That is why Gus is curious what makes them suddenly give Gus a mission (Ritchie, 2024).

Data 7

Why? (15:57 – 15:58)

Gus asks why M is hesitant to have Apple to join their mission because Apple's addition to the team could prove highly advantageous for them. They know that Apple is being held by the Nazi and they are confident enough that they could help Apple escape from the Nazis (Ritchie, 2024).

Data 8

Lassen, try not to be greedy. You do have a reputation.

My killing days are over.

I'm just here as a peacekeeping observer.

(MEN CHUCKLE)

Freddy, bag the kit, silence the weapons. (26:53 – 27:06)

Before starting the mission, Gus warns Lassen not to be overly aggressive due to his reputation as a fierce, battle-hungry fighter. Gus' warning is serious but Lassen takes humor in it. Gus then still believes Lassen as it is his specialty in killing people (Ritchie, 2024).

Data 9

Haysey, down! (31:47)

After Gus sees Frederick about to fire a machine gun, he tells Haysey to get down. Gus lets Freddy play with his new machine gun and tells Haysey not to interrupt him (Ritchie, 2024).

Data 10

Is that a heart, Lassen?

For the avoidance of doubt.

Apple, old boy.

Gus.

GUS : I see you two have met. This is Haysey.

GEOFFREY : Pleasure, Haysey.

Pleasure's mine.

I thought you might need these.

Jolly thoughtful of you.

FREDDY : You all find him? (33:49 – 34:06)

Gus introduces Apple to the team. There is a sense of togetherness and respect, because Apple responds well to Haysey's greeting. Then Gus' act of bringing Apple's glasses is appreciated by Apple, who called him "very attentive," using a typical British expression. Freddy, who may have just joined the conversation, asks if everyone had found Apple, which shows the team's efforts in finding it as part of their mission (Ritchie, 2024).

Data 11

You all right? (34:18 – 34:19)

After they finally meet, Gus asks Appleyard if he is alright. This is also showing how a leader takes care of his team. He is also the one that has a good leadership to his team (Ritchie, 2024).

Data 12

Uh... Chaps...

That's a British destroyer.

We should move.

We can't outrun that, sir.

Well, we've seen them, they've seen us. (52:55 – 53:13)

As they set sail to carry out their mission, they suddenly realize an approaching British destroyer. They know they must act quickly, as their presence has been detected. However, they also understand that they can neither escape nor outrun the destroyer. The line, "Well, we've seen them, they've seen us," captures the difficult situation—they and the British destroyer are fully aware of each other's presence, making evasion impossible (Ritchie, 2024).

Data 13

Heron, it's been too long.

Good to see you, Gus. (1:00:41 – 1:00:43)

After a long time without seeing each other, Gus and Heron finally reunite. Heron says that he is glad to see Gus again. It is a dialogue as a reciprocal interaction between two old friends (Ritchie, 2024).

Data 14

Your Highness. (1:00:50 – 1:00:51)

Gus greets Kamp Billy, Prince of Fernando Po, with a respectful salute as they meet. This is also Gus' warm greeting to Kamp Billy in order to build mutual relationships (Ritchie, 2024).

Data 15

Forgive me, but... I have a peculiar feeling that we've met before.

No, no It's a particular sense.

I don't suppose you played cricket, did you? (1:00:54 – 1:01:13)

Gus feels a strange familiarity, as if they have met before. Kamp Billy confirms that the feeling is more than just coincidence—it is a specific feeling of recognition. Gus then casually asks if the person has ever played cricket, possibly hinting at a shared experience or reference from the past that might explain why they feel they know each other (Ritchie, 2024).

Data 16

Bloody glad to have you aboard.

KAMP BILLY : Bloody good to be here, old boy. (1:01:31 – 1:01:33)

Gus says, "Bloody glad to have you aboard," meaning he is very happy and feels fortunate to have Kamp Billy join their team or group. Kamp Billy enthusiastically replies, "Bloody good to be here, old boy," indicating that he is also happy to be there and feels a sense of camaraderie with Gus, using the informal term "old boy," which is often used in friendly or close relationships (Ritchie, 2024).

Data 17

That's a commendable attitude. (1:01:45 – 1:01:46)

Gus expresses that he values and appreciates the attitude and perspective shown by Kamp Billy. They have mutual interests and relations in instant even though they have never met before (Ritchie, 2024).

Data 18

GUS : Drink for the boys, on His Majesty's government. (1:04:21 – 1:04:22)

Gus offers some money to his comrades by saying, "Drink for the boys, on His Majesty's government," which means the expense will be paid for by the British government (referring to "His Majesty" as the King of England). This is a phrase used to support or honor their team, often in a moment of camaraderie or before undertaking a challenging task (Ritchie, 2024).

Data 19

A lot more blood and a lot more sweat.

Hopefully not any of ours, old boy. I don't think we can do this without you, Billy. (1:19:32 – 1:19:39)

Kamp Billy realizes their plan will demand intense effort and carry high risks, with "a lot more blood and a lot more sweat," acknowledging the potential dangers and physical sacrifices involved. Gus responds with optimism and a touch of humor, hoping none of them get hurt in the process. He then expresses trust and appreciation for Billy, stating that they genuinely need his expertise to succeed (Ritchie, 2024).

Data 20

Well, I'm up for it if you are.

I think we're gonna need your tug. (1:19:49 – 1:19:54)

Kamp Billy affirms his readiness to move forward with the risky plan if Gus and the team are also prepared, showing his bravery and loyalty to the group. Gus then mentions that they will need Billy's "tug," likely referring to a vessel or crucial equipment for executing their plan (Ritchie, 2024).

Transformational Leadership in Management Study

Transformational leadership crosses lines with study of management in which leadership approaches influence organizational performance, employee motivation, and overall success. Here is how transformational leadership that shows in management study (Bass, 2006):

1. Setting and Achieving Goals, Overcoming Competition, and Solving Problems

Transformational leaders inspire employees to align themselves with a shared vision and work toward goals with creativity (Ausat et al., 2022, Tegor et al., 2023). This is in line with management studies that emphasize strategic planning and problem solving as critical to organizational success.

2. Setting Organizational Culture

Transformational leadership greatly influences organizational culture by fostering an environment of innovation, trust, and inclusiveness (Bagga et al., 2023, Bakker et al., 2023). Management studies often explore how leadership styles affect organizational behavior and subordinates' satisfaction.

3. Leadership Roles and Career Development

In management, individuals with transformational leadership qualities are often recognized for their ability to lead change and encourage the growth of their employees (Purwanto, A. 2022, Susanto et al., 2023). Such leaders tend to rise to high-level roles such as CEO or CFO, where they can influence large-scale decision-making.

4. Optimism and Positive Energy

Transformational leadership fosters employee optimism, enthusiasm, and engagement, which management studies have shown are critical to improving productivity and morale.

From that explanation above, it can be concluded that transformational leadership in management study that is correlated by focusing on setting and achieving goals, overcoming competition, and solving problems (Burns, 1978, Stock et al., 2023). It also involves setting company culture; leadership roles and career development; and optimism and positive energy.

Individual Consideration and Transformational Leadership of Gus March-Phillips

This section examines how the conversations between Gus March-Phillips and His Team in The Ministry of Ungentlemanly Warfare reveal the factor that leads to transformational leadership and a friendship. The factor is based on how they emphasize it through individual consideration. The aspect is explained further below:

In **Data 1**, this dialogue, it does not directly reflect the Individual Consideration component. This dialogue is more of a light-hearted atmosphere and togetherness than attention to the individual. Lassen creates a supportive environment (Bass, 2006), where a cheerful atmosphere is created to build a sense of camaraderie among team members, and to reduce tensions on the dominance of the German sailors.

In **Data 2**, this dialogue, it reflects an effort to create a non-threatening impression on the other party. Implicitly, this shows Gus understands the situational needs of the team and can create an environment that supports their safety (Bass, 2006). This can be attributed to creating a supportive environment.

In **Data 3**, the dialogue depicts humor to calm a tense situation and weaken the German sailor mentality. While it does not directly reflect Individual Consideration, this strategy shows Gus and Lassen's efforts to create a supportive environment (Bass, 2006), through unconventional means using humor as a tool to maintain team spirit.

In **Data 4**, Gus shows the character of mentoring and coaching because Gus is chosen to lead the mission because of his character and ability to act effectively. This shows that he sets an example

for his team on how to deal with tasks efficiently, which is part of his team's skill development (Bass, 2006).

In **Data 5**, Gus has the character of providing personal attention (Bass, 2006). Gus understands the great risk that the team will face if they attack the Spanish colony where the German troops are located. This assessment reflects his concern for team safety and how his strategic decisions consider not only the mission but also their impact on individuals on the crewmates and the situation as a whole.

In **Data 6**, this shows that M gave the mission to Gus even though he previously considered a military criminal. It is because M saw Gus' extraordinary potential, ability, and leadership. This decision reflects that M not only judges a person based on his past, but also based on his capacity to face current challenges. This decision shows that M created an environment that supports Gus to prove his abilities and his crewmates (Bass, 2006).

In **Data 7**, Gus shows providing personal attention by questioning why M is hesitant to bring Apple on their mission (Bass, 2006). This shows Gus' concern for Apple's potential as part of the team and his belief that Apple can make an important contribution.

In **Data 8**, through mentoring and coaching, Gus gives thoughtful warnings but still shows confidence in his team (Bass, 2006), Gus helps direct their behavior in a direction that is in line with the mission goals. This approach not only creates an atmosphere of respect, but also helps team members to understand their roles and responsibilities more deeply.

In **Data 9**, This text shows how Gus gives personal attention to team members. With a focus on individual safety, Gus who manages to save Haysey shows a form of care where each member feels cared for (Bass, 2006). This approach increases mutual trust within the team and motivates members to work with more confidence.

In **Data 10**, Gus shows providing personal attention by carrying Apple's glasses, showing personal attention to the needs of his team members. This action is appreciated by Apple as proof of Gus' care and concern for individuals (Bass, 2006). In this case, this can also be interpreted as mutual understanding as friends.

In **Data 11**, Gus gives personal attention to team members. By asking about their condition, Gus showed empathy that strengthened interpersonal relationships within the team. This approach creates mutual trust and builds the emotional support that is essential for the success of the mission (Bass, 2006).

In **Data 12**, Gus shows creating a supportive environment when faced with a difficult situation with a British destroyer, Gus remains calm and gives clear directions. This creates a supportive environment where his team feels confident despite being under great pressure (Bass, 2006). It also shows that they know they are in danger because they are facing a military threat, but they are aware that Gus must be protecting them.

In **Data 13**, through Gus' efforts to create a supportive environment. By showing appreciation for interpersonal relationships, Gus ensures that his alliance feels valued and supported (Bass, 2006). This approach increases morale and strengthens solidarity within the team.

In **Data 14**, this reflects how Gus creates an open and supportive work environment (Bass, 2006). By showing respect for his alliance, Gus strengthens the relationships between team members and creates a sense of togetherness that is essential for the success of the mission.

In **Data 15**, through Gus' efforts to create a supportive work environment. By building close and respectful interpersonal relationships, Gus ensures that every team member feels valued (Bass, 2006). This approach reinforces positive team dynamics and motivates his alliance to work together effectively.

In **Data 16**, through the creation of a supportive environment, Gus showing appreciation and building positive relationships, through his appreciation for Billy that agreed to be in alliance with Gus, he ensures that team members feel valued and motivated to contribute to the fullest (Bass, 2006).

In **Data 17**, this reflects Gus' respect for different needs and learning styles. By understanding and appreciating that each individual has a unique approach, Gus encourages learning and development tailored to the needs of each team (Bass, 2006).

In **Data 18**, Gus shows creating a supportive environment by saying a sense of humor and tension breaker as a form of appreciation and team spirit, before carrying out a challenging mission.

Gus shows personal attention to his team members by creating a supportive and open environment (Bass, 2006). He values each individual and encourages them to feel valued.

In **Data 19**, Gus shows respecting different needs and learning styles by showing respect for each team member's expertise and appreciating Billy's contribution. It is also he who has the special skills that are much needed in the mission (Bass, 2006).

In **Data 20**, the dialogue reflects Gus' transformational leadership through respect for individual needs. By understanding Billy's unique contributions, Gus demonstrated the ability to tailor team strategies based on each member's strengths and expertise (Bass, 2006).

CONCLUSION

The Ministry of Ungentlemanly Warfare by Guy Ritchie is a film that explores the challenges of war with an organization that has opposing political views. The main character of this film is Gus March-Phillips, who is the leader of the Special Operations Executive (SOE) involved in a fierce and passionate rivalry with the Nazis. Additionally, the movie depicts how individual consideration in transformational leadership can help bridge the gap between ideological differences and foster deeper relationships and care between Gus March-Phillips and his team. Gus and his team can provide understanding to one another through mutual awareness and support, providing personal attention, mentoring and coaching, respecting different needs and learning styles, and creating a supportive environment. It is a matter of individual consideration in their friendship.

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