

THE INTERSECTION OF OWNERSHIP AND LEADERSHIP IN *TEXAS*
***RANCH HOUSE*: LESSONS IN LEADERSHIP FOR THE FAMILY BUSINESS**

A Dissertation

by

TONY WARREN BROWN

Submitted to the Office of Graduate Studies of
Texas A&M University
in partial fulfillment of the requirements for the degree of

DOCTOR OF PHILOSOPHY

May 2012

Major Subject: Agricultural Leadership, Education, and Communications

The Intersection of Ownership and Leadership in *Texas Ranch House*:

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Approved by:

Chair of Committee, Richard L. Cummins

Committee Members, Manda H. Rosser

Christine D. Townsend

Ben D. Welch

Head of Department, John F. Elliot

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ABSTRACT

The Intersection of Ownership and Leadership in *Texas Ranch House*:

Lessons in Leadership for the Family Business. (May 2012)

Tony Warren Brown, B.S., Texas A&M University; M.S., Texas A&M University;

D.V.M., Texas A&M University

Chair of Advisory Committee: Dr. Richard L. Cummins

A family business often behaves and operates differently than a nonfamily-owned business. Family matters and dynamics can influence organizational health and business sustainability. Accordingly, leadership in a family business can embody challenges that are both different and magnified in comparison to leadership in other businesses. There is a particular requirement of owners of family businesses to structure the interface of family and business in a manner that assures a successful business while accommodating the interests of the family. This case study identifies lessons in leadership. The report embraces an overarching question regarding the roles and functions of an executive-level organizational leader and narrows the analysis to a focus on the application of the leadership lessons learned to the roles and functions of the owner-leader and his spouse in a start-up, family-owned business enterprise. The examined case is the short-lived Cooke Ranch, documented in the television miniseries *Texas Ranch House*.

A family-owned business needs specific contributions from its ownership in order to thrive and endure. Prominent among these contributions are clarity and

intention regarding leadership. A family business embodies overlapping and interdependent parts, each of which has specific leadership needs. The added complexity of family dynamics causes a successful family business to operate, adopt strategies, and make decisions differently than does a nonfamily business. This examination of Cooke Ranch reveals that perspectives, emphases, and behaviors of family business owners may or may not always translate as effective leadership. Owners who are preoccupied with the family and being owners instead of genuinely leading their family business organization can easily forfeit the whole enterprise.

The identification of a distinguishable group of elements at the core of ownership's interface with leadership's exacting responsibilities in the television documentary *Texas Ranch House* adds to current research and literature regarding leadership in a family business. Three subsystems - ownership, family, and business/management - comprise an overall family business system that thrives when ownership is mindfully acting in ways that cultivate organizational health and unity. The case study reveals that ownership intersects leadership's values, purpose/vision of continuity across generations, ethics/trust, decisions, and aligned results at the point it overlaps both the family and business subsystems in an interdependent organization. The report concludes that a thriving family-owned business is unique in composition, strength, and competence and that such a business demands that its leaders and their subordinates practice an advanced degree of organizational citizenship.

DEDICATION

To my mother, who more than anyone else understood and fueled my passion for learning by translating for me the fascinating word excelsior as “onward and upward” while I was but a curious child.

ACKNOWLEDGMENTS

I would like to express the deepest appreciation to my committee chair, Dr. Richard (Dick) Cummins, who convincingly suggested that my talent and experience might combine in producing a scholarly study of *Texas Ranch House*. It is he who must first be thanked if my efforts yielded a body of work that has meaning to students of leadership and practitioners of leadership in family businesses, as well as to other academics.

I would like to thank my committee members, Drs. Manda H. Rosser, Christine D. Townsend, and Ben D. Welch, whose enthusiasm for mentoring a seasoned student and spirit of adventure coalesced in providing me a distinctly unique doctoral program. Without their consummate professionalism and creativity in regard to research and scholarship this dissertation would likely not represent anywhere near the exciting time in my life that it punctuates.

In addition, I extend a sincere thank you to Mrs. Judy York for her concern and constant encouragement. The value of her belief that I might have something both intellectual and practical to say to others with an interest in learning about family business leadership is beyond estimate.

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CHAPTER I

INTRODUCTION

The majority of businesses in the United States and worldwide are owned, organized, and overseen by members of unitary families (Hess, 2006; Poza, 2007). While individuals want and/or hold business ownership for reasons as personal and unique as themselves, owning a business can provide inherent power, respect, and influence. While a successful business contributes a certain cachet to the lives of its owners, a family business needs specific contributions from its owners. Prominent among these contributions are clarity and intention regarding leadership (Aronoff & Baskin, 2005; Hess, 2006; Poza, 2007).

Thus, there is a particular requirement of owners of family businesses to structure the interface of family and business in a manner that assures a successful business while accommodating the interests of the family (Dyer, 1986). Achieving such a structure requires family business owners to decide whether they will actively lead from the front or entrust nonfamily personnel with leading on ownership's behalf. While studies suggest that appropriately led and managed family enterprises outperform their nonfamily counterparts, Poza (2007) suggests that this performance advantage endures with business growth and across generations of founding family ownership only if the enterprise intentionally integrates management of professional stature with independent expertise and counsel.

This dissertation follows the style of *Journal of Leadership Education*.

All of these perspectives combine to suggest that thriving family-owned businesses are not only unique in composition, strength, and competence but that they also demand distinct behaviors, skills, and practices from their leaders; and, perhaps, the individuals subordinately following these leaders. At this time when the longevity of businesses in general is only 10 years (Poza, 2007), one can wonder what accounts for the survivability of a family business that beats the odds and endures through generations of family ownership and control. Such speculation is ripened by the perspectives of writers like Vogan (2006) who contends it is very easy to get caught up being the owner and lose sight of being an effective leader in a business.

Statement of the Problem

A family business often behaves and operates differently than a nonfamily-owned business. Family matters and dynamics can influence organizational health and business sustainability. Accordingly, leadership in a family business can embody challenges that are both different and magnified in comparison to leadership in other businesses. As observed by Chua, Chrisman, and Steier (2003), some family goals can be anything but focused on business-performance and pursuing such goals can preempt the development of a healthy, effective, and enduring family business system. Coupling a family's non-business priorities with the characteristically more centralized decision-making process in a family-owned business has the potential to severely undermine the security of the business. Moreover, if a vision for business ownership and control across generations – an unequivocal touchstone – is omitted in family business leadership, sustainability is much more a precarious hope than it is a plan. The report of this case

study is convincing in these regards. Lastly, if a family business leader practices questionable, situational ethics while attempting to attend Aronoff and Baskin's (2005, p. 1) "extra dimensions of leadership that family firms require," the leader is then writing the final chapter of his/her family's business. This case study gives testimony to that while also underscoring the importance of the position Hess (2006) takes when he counsels there is no family business system success if the business subsystem destroys the family or the family subsystem destroys the business.

With its substantive origins as recent as the latter 1970s and early 1980s, the amount of research on family businesses remains relatively small, actually scarce (Bellet, Dunn, Heck, Parady, Powell, & Upton, 2005; Poza, 2007), in comparison to the quantity of research on leadership conducted over many more years. The fact that the *Family Business Review*, the first journal entirely devoted to family business, was not published as a refereed journal until 1988 is telling. Family business as a field of study is, however, growing and benefits from applied research. However, according to Dyer and Sanchez (1998), the priority of research and scholarship in family business has been the issue of succession from one generation of family ownership and control to another. The field of family business is in need of more research that investigates leadership theory with specific regard to family-owned businesses. This study includes an examination of the leadership and management behaviors within and by a family that owned and operated a short-lived business and even offers an informed view of the extent to which the family's household behaviors mimicked and differed with the behaviors extended to the business.

This case study and report identify lessons in leadership. The report embraces an overarching question regarding the roles and functions of an executive-level organizational leader and narrows the analysis to a focus on the application of the leadership lessons learned to the roles and functions of the owner-leader and his spouse in a start-up, family-owned business enterprise.

Purpose of the Study

The perspectives, emphases, and behaviors of family business owners may or may not translate as effective leadership. A family business is more complex than other kinds of businesses. The added complexity of family dynamics causes most family businesses to operate, adopt strategies, and make decisions differently than nonfamily businesses do. Leadership in a family business manifests in distinct ways because of the business's unique make-up. In contrast to other businesses, Aronoff and Baskin (2005) suggest that a family firm is unique in that it encompasses three requisite subsystems: family, ownership, and company. Poza (2007) identifies three subsystems comprising an overall family business system: family, ownership, and management. Hess (2006) describes a family business as two dynamic organisms: family and business. The central principle in the perspective of each of these authors is their recognition that a family business embodies overlapping and interdependent parts, each of which has specific leadership needs. Remarkably, reading family business literature while simultaneously reviewing the literature on leadership theory discloses an intriguing phenomenon: researchers in the respective domains seldom reference each other. Aronoff and Baskin (2005) do, however, directly address “the extra dimensions of leadership that family

firms require” (p. 1). In doing so these authors begin by defining and explaining their view of leadership in a family business:

Leadership means the ability to create a way to move forward, and to be able to inspire others to follow a designated path. The capacity for stimulating movement in a particular direction is another way to define it. It does not always involve moving an organization toward that goal. Sometimes leadership is required before you even have a goal, and leadership may be provided in the direction of determining a goal. Leadership, as we see it, is about action . . . (p. 1)

The use of the words “inspire others” in this definition of leadership from Aronoff and Baskin (2005) indirectly implies that those being led are willingly aroused and enthusiastically engaged. This implication is particularly noteworthy in light of what happened in the family business that is examined in this case study.

Current leadership literature advocates cultivating leaders at all levels of rank in an organization. Janov (1994) views organizational leadership as an activity that, like followership, necessarily emanates from many members rather than a few in today’s most viable businesses. Cummins (2007) agrees with the work of Martin, Feldman, Hatch, and Sitkin (1983) in asserting that most leaders and organizations have many leadership issues in common. Therefore, as a product of this case study, the identification of a distinguishable group of elements at the core of ownership’s dynamic interface with leadership in *Texas Ranch House* (Barreto, 2006) can add to current research and literature regarding leadership in a family business.

Research Questions

As a student-researcher this investigator was conscious of the iron in the words of Boorstin (1983) who wrote that man's "greatest obstacle to discovery . . . was not ignorance but the illusion of knowledge" (p. 86). Consequently, the qualitative case study was a quest for findings and meanings that were ultimately instructive. The analysis, discussion, and conclusions illuminated answers to the family business leadership research question: Where does leadership intersect ownership in a family-owned business? Studiously observing and then analyzing the single, but extraordinarily rich and contemporary, artifact upon which this qualitative case study centered answered the leadership education research question: Is the film *Texas Ranch House* (Barreto, 2006) useful in teaching leadership, family business leadership in particular?

Assumptions and Limitations

While the body of extant literature in which family business ownership and leadership theory are purposefully integrated is relatively small, this investigator assumed leadership is leadership wherever it is occurring. It was also assumed that any of the participants who struggled in their roles and functions were subject to one or more of four performance-related conditions. As underperformers, they were assumed to be unaware of what they were supposed to do, untrained to do what they were supposed to do, unwilling to do what they were supposed to do, and/or unable to do what they were supposed to do.

The study's methodology had and its discoveries and conclusions have limitations. The study examined and reports on a single case. By definition, the case and,

accordingly, the report are contextually bound. Although the qualitative data and analyses are indeed rich and thick despite coming from a single case, their contextual nature leaves them unintended for generalization beyond the case studied. Furthermore, the findings in this qualitative study are dependent upon the interpretations of the researcher.

Fortunately, neither time nor access limitations are of concern. The DVD format of the examined case afforded the researcher repeated and unrestricted opportunities to revisit all observations.

CHAPTER II

LITERATURE REVIEW

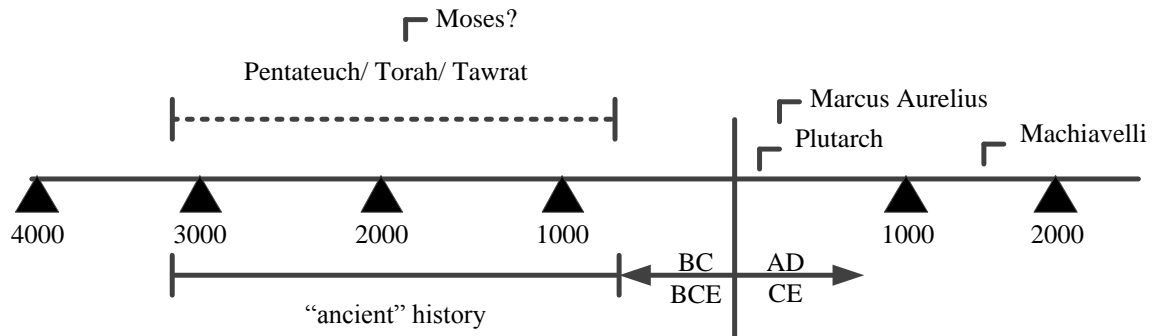
I have often thought in my long practical career and at my age, how much [sic] pains and how much [sic] researches are necessary to probe to the depths of a rather complicated phenomenon. The greatest difficulty comes from the fact that we are too much accustomed to attribute to a single cause that which is the product of several, and the majority of our controversies come from that.

- Justus von Liebig (in letter to Emile Duclaux, 1872)

Chronology and Flow of Conceptual Postulates in Leadership Theory

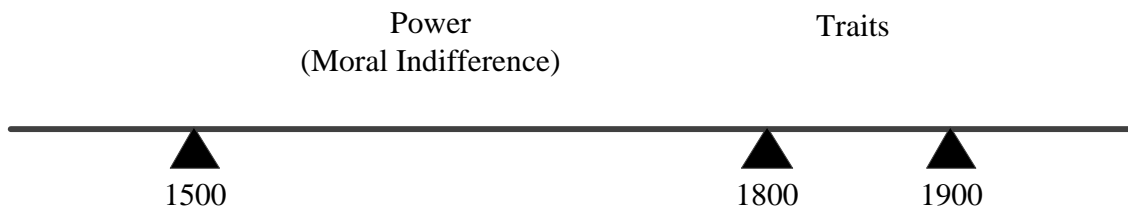
Literature on leadership is abundant, some of it is ancient (See *Figure 1*). Indeed Bass (1990, p.3) describes the consideration of leadership as "... one of the world's oldest preoccupations." Laufer (2008, pp. 9-10) is more specific in asserting "Genesis is a primer in leadership" and collectively the first five books of the Bible present universal paradigms of both successful and failed leadership, with "relationship ... the fertile ground from which leadership sprouts forth." Penning his venerated "*Lives*" near the end of the first century, Plutarch, the Greek historian and biographer, painstakingly juxtaposed the character of numerous Greco-Roman leaders with the impact and durability of their respective leadership initiatives. In 170-180 and somewhat echoing Plutarch's bent toward moral philosophy, albeit with a Stoic's emotional detachment, the emperor Marcus Aurelius (2002) continuously reflected upon the moral and ethical constraints needed in the performance of profound service and duty. As we approach the end of the first decade in the 21st century, however, the preponderance of the Western world's leadership literature has its origin in the thoughts of more recent authors.

Figure 1: Focus on relationships shifts to heroic/ethical character



Contemporary thinking in which leadership is conceptualized as a process or a series of processes is, according to Smith & Peterson (1988, p. 2), traceable to the 16th century, during which Machiavelli's (1532/1992) ideas on leadership were published in *The Prince*. It is worth noting, however, that many of Machiavelli's ideas resemble much older precepts expressed by Chinese political and military strategists (Cleary, 2000). In the 19th century, historian Thomas Carlyle (1841/1966, p. 1) gave renewed voice to Aristotelian philosophy in stridently proclaiming “. . . the leaders of men, these great ones; the modelers, patterns, and in a wide sense creators, of whatsoever the general mass of men contrived to do or to attain” were heroes with inborn qualities that predestined each of them to be a Great Man. Additional advocacy for the notion of selective, innate greatness came from none other than the philosopher and virtual founder of the modern school of psychology, William James (1897/1956), with his contention that while the environment may select for great individuals it is essentially changed as a result of that selection (See *Figure 2*).

Figure 2: Focus on process and indifferent acquisitions/use of power shifts to innate greatness



Since the Great Man postulate held that a leader was inherently superior and his influence was inevitable without regard to situational context, the natural progression of leadership thought was to determine the innate traits comprising such an extraordinary person (Bass, 1990; Jago, 1982). While Hippocrates' addressed "bodyhumour" in the first theoretical view pertaining to leader traits (Gill, 2006, p. 37), early 20th century studies of personal characteristics distinguishing leaders from other people constituted one of the earliest systematic efforts to demystify leadership (Northouse, 2007). Luther Bernard (1926) endeavored to explain leadership in terms of the superior internal qualities with which a person is born. Writing in the same year, sociologist/economist Jerome Dowd (1926) offered a supportive Darwinian view by suggesting, due to processes of natural selection, people are not uniformly endowed with the capacity or potential for accomplishment; intelligence being the chief variable. While studies of personal characteristics that might universally distinguish between leaders and followers were the hallmark of leadership research until the mid-1940s, the identification of such traits remained inconclusive. Research revealed that possessing leader-indicative traits does not assure an individual's becoming a leader, nor success in filling a leader's role.

The long-term investigation of traits eventually suggested that other factors are also crucial in leader creation and performance.

As researchers began to consider personal traits as only a partial picture of leader emergence and leadership expression investigators shifted their focus to leader roles and actions, eventually moving to leader behavioral styles. Proposing that leadership was more than the sum of a person's inherent traits, the social psychology work of Lewin, Lippitt and White (1939) produced a belief that behavior was the root of leadership, and that appropriate behavior could be learned. Upon introducing "charisma" into the leadership scholar's lexicon, Weber (1947) asserted that a charismatic leader could choose to act across three distinct behavioral forms in expressing authority. University of Michigan researchers Katz, Maccoby, Gurin, and Floor (1951) assessed follower productivity relative to leader behaviors and suggested engaged, considerate leaders are preferable. Maslow's (1954) theorization regarding personality and motivation added rational support to the concept of leaders needing to understand and appropriately interact with the people from whom they needed support and work performance. McGregor (1960) further advanced the illumination of leader behavior by positing that an organization's members will contribute more if they are individually regarded as a responsible, valuable component of the organization. Having previously identified a positive correlation between particular personal traits and leadership, concluding no combination of traits constitutes the sole determinant of leadership and deciding the significance of any trait varies in accordance with changing social contexts (Stogdill, 1948), Stogdill teamed with Coons (1957) in the commonly referenced Ohio State study

and reasoned that, for optimal effect, behaviors and styles should and do vary from leader to leader. Mann (1959) echoed Stogdill in contending that while various traits (i.e., intelligence, dominance, self-confidence, task-specific knowledge, energy, and action) loom very attractive as predictors of emergent leadership they are not completely reliable, as individuals who lead in some situations may not necessarily be leaders in other situations. Still unable to draw universally applicable conclusions, leadership research began to include a consideration of the variable conditions in which leadership occurs.

In order to fully appreciate the embarkment of leadership research in this direction, it is important to recognize a prevalent managerial perspective institutionalized in the workplace during the preceding years. The first half of the 20th century saw a generalized societal push for efficiency in all things, including human activity. Industry's appreciation for efficient, task-oriented mass production was ubiquitous. Processes were standardized, tasks were routinized, specifications exacted, outputs measured, and workers were rewarded and punished under organizational oversight that Taylor (1911) called scientific management. Therefore, the vigor with which social scientists and leadership researchers embraced concepts regarding acceptable individual and organizational performance as dependent upon a myriad of variables and potential contingencies was remarkable. Given the original intent and use of Taylor's scientific management and the fact they named their company Scientific Methods, Inc., it is, perhaps, poetic that Blake and Mouton (1964) produced their managerial grid as the result of investigating an individual's (manager and/or leader) effectiveness when caring

about the people doing the work as well as seeing that the work is done. This behavioral model argues that simply balancing concerns for people and their output does not yield the same results as committing one's utmost attention to both concerns. Therefore, unlike many leadership behavior models, the managerial grid implies that a single leadership style is applicable in all contexts. In sharp contrast to the managerial grid's implication, Fiedler (1967) contends there is no universally appropriate leader behavior or style and suggests in some circumstances it may be easier to change leaders than it is for the leader to change and achieve greater effectiveness. Fiedler's (1967) contingency theory is based upon the hypothesis that the situation in which a group is operating establishes the extent to which a leader can exert influence. With a situation's degree of favorability toward a given leader determined by leader-member relations, task clarity / achievability and positional power, a relational leader is more likely to be influential in moderately favorable situations while a task-focused leader is more likely to wield influence in either highly favorable or highly unfavorable situations. Thus, Fiedler (1967, p. 9) sustained Likert's (1961, p. 59) earlier contention that while relatively insensitive, a knowledgeable, task-oriented leader can generate organizational effectiveness as measured by goal achievement. Presenting his early model of attribution, Kelley (1967) asserted that a positive perception of an organization's performance results in others' attributing the organizational achievement to the leader and, therefore, describing the leader in terms of positive attributes.

Behavioral Choice – Contingencies, Situations and Social Exchange

Continuing the impetus of leadership theory and model development based on the assumption that no single leader behavior best suits every situation, House (1971) proposed the path-goal theory regarding a leader's choice of behaviors contingent upon follower-specific characteristics and the characteristics of the task at hand. The view of leadership assumed by this theory underscores a leader's responsibility for organizational goal attainment and suggests optimal effectiveness is achieved by clearly linking follower needs to organizational goals and needs, then facilitating follower task performance along an appropriate pathway. Therefore, responding to follower-specific needs in motivation, a leader chooses directive, supportive, participative, or expectancy forms of behavior. Recognizing that earlier contingency theories were broad addresses of situational influences on a general array of leader behaviors, Vroom and Yetton (1973) offered a rationally developed, and therefore normative, concept that more narrowly focused on a leader's behavior in making decisions. Assuming decision acceptance increases follower commitment and ultimate organizational effectiveness, and that follower participation increases decision acceptance, Vroom and Yetton's (1973) contingency theory of decision making includes a decision tree which guides a leader in choosing an autocratic, consultative or group process approach when making a decision. Importantly, the reliability of this theory, or Normative Model, is subject to several quality and acceptance factors about which accurate insight is not always accessible in every group setting.

Returning to a broader, more generalized address of leader behavior, Hersey and Blanchard (1977) proposed a situational leadership model in which they defined a leader's style by the degree of task-oriented or relationship-oriented behavior extended to an individual follower or group. Assuming that the effectiveness of a leader is mitigated by the subordinate person or group and the given task, this model suggests that leader behavior is driven by subordinate willingness and capability to acceptably perform the task. Depending on the follower's psychological readiness and/or skills, called follower maturity by Hersey and Blanchard (1977), a leader can act as a teller, seller, participant, or delegator. Therefore, the model indicates a good leader's motivation to behave relationally increases in synchrony with increases in subordinate maturity. Concurrently writing on subordinate task design, personal motivation, and maturity relative to organizational goal achievement in decidedly anti-Taylorist tones, Argyris (1976) also addressed the significance of a leader's behavioral self-awareness in enhancing influence through authentic leader-follower relationships. Although not voiced in terms of subordinate maturity, attribution theory (Mitchell, Larson & Green, 1977) bolstered the view of leader behaviors occurring as responses to subordinate activity, asserting that a leader's behavior represented a perception of the causative reason behind subordinate performance. Adding another voice to those advocating attribution theories on leadership, Calder (1977) contended that leadership is both a subordinate-granted and personal attribute. Of particular significance in Calder's view is his "arguing that leadership cannot be taught as a skill, and can only be taught through increased sensitivity to the perception of others (Beyer, 1978, p. 492)." Further

emphasizing relational dynamics as informing and impelling leader behaviors, Hollander (1978) describes leadership as a process of social exchange in which subordinate followers are very much involved, as well as the leader and situation, in a transactional approach to attaining mutual goals. Subsequently, the paradigm of leaders acting in a transactional mode was at the core of numerous studies, debates and new postulates regarding leadership.

Along with adding morality as an essential requirement of a leader in *Leadership*, the Pulitzer Prize winning James MacGregor Burns (1978) defined two behavioral processes through which leaders motivate and influence subordinates. He named one of these processes transactional leadership and described it as an exchange process in which a leader reaches cooperative agreement with subordinates to work toward organizational goal attainment out of self-interest - for rewards instead of punishment. Stating it requires ". . . a good hand at bargaining, persuading, reciprocating" (Burns, 1978, p. 169), the description of a transactional leader's influence is largely that of a function of organizational hierarchy and position. However, the second leader behavioral process defined by Burns (1978) is transformational leadership. Here the leader acts to build understanding and trust in order to reach the hearts, as well as the minds, of subordinates to achieve ends in which the subordinates are morally elevated and adopting higher ideals. The emphasis placed on morality and asserting the transformational leader ". . . seeks to satisfy higher needs, and engages the full person of the follower" (Burns, 1978, p. 4) suggests the extent to which Burns combined the postulates regarding progressive moral development and progressive need development

as the “defining goal and greatest contribution of leadership” (Seligman, 1980, p. 154). The concept of transformational leadership provided very fertile theoretical soil and was tilled extensively in the ensuing years.

Multiple Intelligences – Intrapersonal and Interpersonal Intelligence

With the introduction of his beliefs regarding multiple intelligences to the discipline of psychology, Gardner (1983) directly refuted the historic perception of human intelligence as comprising a single entity, wholly measurable in one dimension. Positing that every person has more than one form of intelligence, each form existing at its own particular level, he presented a very appealing model for studying and understanding human behavior and, therefore, analyzing leaders and leadership. Asserting that his original list of seven varieties of intelligence was not necessarily complete, Gardner (1983) proposed that intrapersonal and interpersonal intelligence are specific, unique forms of intelligence. This assertion would quickly provide support for investigators of leadership in the behavioral and relational schools of thought; especially proponents of Burns’ (1978) recently published view regarding transformative leaders. Having intrapersonal intelligence, the self-aware (Argyris, 1976) leader who also possesses interpersonal intelligence – empathy – and the relational skills to act upon it might be effective in stimulating and elevating an organization’s performance. In their efforts to scientifically measure aspects of different individuals’ abilities to recognize emotions and solve emotional problems, Salovey and Mayer (1990) framed and defined the concept of emotional intelligence. Calling emotional intelligence the “. . . ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and

to use this information to guide one's thinking and actions" Salovey and Mayer (1990, p. 189) not only affirmed Gardner (1983) regarding his ideas on intrapersonal and interpersonal intelligences, but also suggested emotions can be instrumental in sound thinking and goal-oriented actions.

Generally embracing the concept of transformational leadership (Burns, 1978), albeit sans the moral element and implied disconnection of transactional and transformational behaviors, Bass (1985) revised and expanded the transformational construct. Bass maintained a transformational leader is charismatic, trust-building, intrinsically active - as opposed to being extrinsically motivated and reactive - and personally provides a vision which induces followership manifested as subordinate performance that exceeds expectations. While renowned as a management theorist who generally addressed leadership as one among several responsibilities ascribed to managers, Drucker (1986, p. 159) described effective leadership as "lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond its limitations." Yukl (1989) perceived this phenomenon as being the result of followers maturing well beyond basic compliance and becoming committed contributors to organizational effectiveness. As Bass presented it, the leader's influence in a transformational scenario broadens and raises the interests of organizational members, generating an organizational culture of higher expectations. In 1990 Bass strongly asserted that an individual can choose to lead, develop the behaviors and learn the skills of leading in this manner. In separate but relevant work examining the leadership of change, Schein (1992) addressed the reciprocal dynamics between a

leader and an organization's culture. He contended that a leader infuses a subordinate group with values which, after eventual assimilation within the group, form the operative culture. He further suggested that once culture is established it is the organization's culture which governs who will and will not lead within it. Schein (1992, p. 15) concluded "the bottom line for leaders is that if they do not become conscious of the cultures in which they are embedded, those cultures will manage them." Eventually Bass and Avolio (1994) jointly reinforced the concept of transformation as an expansion of and complement to transactional leadership, rather than a complete separation from it. At the same time Heifetz (1994) posited his view of leadership as an activity which mobilizes people to do something useful. Calling Burns' (1978) definition of transformational leadership grandiose (Heifetz, 1997, p. 4), he introduced the concept of adaptive work. Suggesting that adaptive work strives to bridge the chasm between reality and diverse, competing values, Heifetz (1997, p. 4) contended that leadership "must not only meet the needs of followers but must also elevate them." Heifetz (1994) strongly emphasized the difference between leadership and the simple exercise of authority. In doing so he suggested that much of the effort in successfully dealing with adaptive challenges comes via informal leadership. Informal leadership in an adaptive environment requires trust and Block (1993) submitted that service in the form of stewardship generates trust.

Emotional Intelligence – Personality in Destructive and Constructive Behaviors

Leadership descriptions and research from the early 1950s to the early 1990s had proposed extensive lists of leader behaviors manifesting in variable subordinate

satisfaction and/or performance as well as collective unit and organizational production (Bass, 1990; Blake & Mouton, 1964; Fleishman, 1953; Halpin & Winer, 1957; Katz, Maccoby, Gurin, & Floor, 1951; Likert, 1961, 1967; Yukl, 1989, 1994). Yukl's efforts to merge and clarify the work of others regarding effective leader behavior was notable. He not only distilled the redundant lists of leader behaviors but, by employing the use of the managerial practices survey, he advanced insight into the correlation – albeit often weak (Fisher & Edwards, 1988) - between categorical leader behavior and leadership effectiveness. In a departure from the long-prevailing classification of leader behavior as either task/production or concern/relations in orientation, Yukl proposed somewhat more specific categories of behavior: giving / seeking information, making decisions, building relationships, and influencing others. Accordingly, new avenues to pursue in investigating leadership presented opportunities to better assess the association of specific leader behaviors with respective outcomes. Just as importantly, the greater specificity in research and insight could enhance efforts in teaching leadership, a consequence readily recognized and leveraged by the United States military community (Phelan, 1998, p. 15).

Bennis and Nanus (1997) added to the proliferation of thoughts focused on the transformative leader; continuing the contrast with a transactional leader but also attaching these leader behaviors to the difference between leadership and management. First naming empowerment as the product of transformative leadership, they stated “leadership stands in the same relationship to empowerment that management does to compliance (Bennis & Nanus, 1997, p. 203).” Agreeing with Kotter (1990), Bennis and

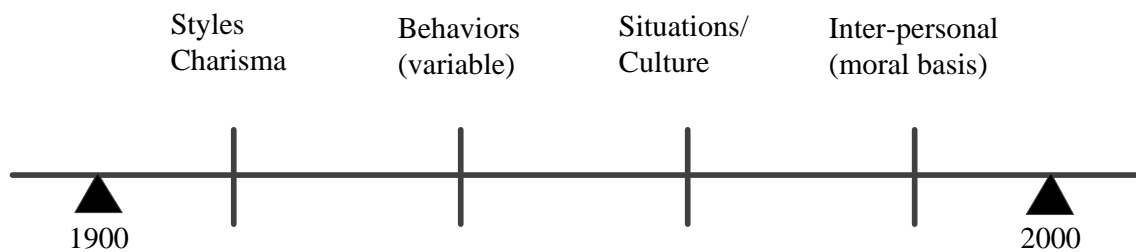
Nanus considered the goal of empowerment to be the creation of other leaders, and to have these other leaders diffusely positioned throughout an organization. Following the suggestion of Manz (1998) that part of the work of leadership is leading others to lead themselves, Stone, Russell and Patterson (2004) revisited the servant leader concept proposed by Greenleaf (1977) and concluded its hallmark diffusion of power among subordinates through an interpersonal modality as they gain ever-increasing autonomy is a reasonable expansion of transformational leadership (See *Figure 3*).

Within half a decade of Salovey and Mayer (1990) developing the first model of emotional intelligence as a type of social intelligence, Goleman (1995) proposed a broad, sweeping concept of emotional intelligence which bluntly omitted the Intelligence Quotient (IQ) but included many of the personality traits generally associated with both effective leaders and exemplary followers. Presented as a learnable aptitude with practical application for all organizational members at virtually any level, this construct of emotional intelligence struck a chord in the business community. Interestingly, Wren (1995, p. 281) highlighted Schein's (1992) contention that

Culture and leadership are two sides of the same coin in that leaders first create cultures when they create groups and organizations . . . If cultures become dysfunctional, it is the unique function of leadership to perceive the dysfunctional and functional elements of the existing culture and to manage cultural evolution and change in such a way that the group can survive in a changing environment.

Subsequently, Goleman (1998) bridged the gap between psychological and organizational management theory with the concept of emotional competence, defining it as a learned application of emotional intelligence that produces better work performance (Elliott, 2003). Characterizing emotional competence as comprising both personal and social competence, and of use to a leader in generating resonant, attuned leadership for an organization (Goleman, Boyatzis, & McKee, 2002), the notion of an emotionally intelligent leader is compatible with current postulates in transformational leadership theory (Bass, 1990; Gardner & Stough, 2002).

Figure 3: Focus moves to leader's roles, actions and behaviors; charisma, contingencies, and follower consideration, and emotional competence are studied; morality regains priority in transformative social exchanges



Suggesting that while people are habitually promoted on the basis of technical competence, Goleman (Fisher & Goleman, 1998) cited personal studies that revealed the evolving business world actually values emotional intelligence significantly more than technical expertise in managers and leaders. He contended that individuals who are promoted on the basis of technical ability and subsequently fail in their new roles do so because of deficiencies in emotional competence. However, in a review of earlier

examinations of managerial incompetence (Leslie & Van Velsor, 1996), Hogan and Hogan (2001, p. 41) asserted their belief that managerial and leadership failure “is more related to having undesirable qualities than lacking desirable ones.” In their focus on the dark side of leader personality and leadership, Hogan and Hogan (2001, p. 50) concluded that injurious “. . . dysfunctional dispositions . . . coexist with strong social skills, which means that they are largely invisible during an interview or a conventional assessment center.”

The view of dark side personality components (Hogan & Hogan, 2001; Hogan & Kaiser, 2005) as being distinct from the components of normal personality is not a unanimous view, however. Costa and Widiger (1994) suggested that factors of personality which manifest themselves in undesirable syndromes are arguably exaggerated manifestations of normal personality and behaviors. Additional authors have contended that some degree of personality disorder can be a situational strength and helpful to a leader in certain roles in particular circumstances (Lowe, Kroeck, & Sivasubramaniam, 1996; Board & Fritzon, 2005). Moreover, scholars Einarsen, Aasland and Skogstad (2007) proposed that a leader can simultaneously behave in both constructive and destructive modes.

Interestingly, Einarsen, Aasland and Skogstad (2007, p. 207) typified traditional leadership research as having its focus on effective leadership and implying that ineffective leadership is essentially synonymous with an absence of leadership. In doing so they reference not only their own work but also researchers such as Bies and Tripp (1998), Kelloway, Mullen and Francis (2006) and Tepper (2000) in asserting that

destructive leadership comprises the presence of numerous behaviors, not only an absence of effective leader behavior. Lauding the examinations of the bad, destructive and dark sides of leadership by Conger (1990), Kellerman (2004), Kelloway, Sivanathan, Francis, and Barling (2005), Lombardo and McCall (1984), and Shackleton (1995), Einarsen, Aasland and Skogstad (2007) went on to offer an actual definition of destructive leadership that considered leader behaviors directed at subordinates and/or the organization:

The systematic and repeated behaviour [sic] by a leader, supervisor or manager that violates the legitimate interest of the organization by undermining and/or sabotaging the organization's goals, tasks, resources, and effectiveness and/or the motivation, well-being or job satisfaction of subordinates. (p. 208)

It is important to note that this definition does not include intent, as the writers believed that destructive leadership has more to do with the outcomes of leader behavior than it does with leader intent (Einarsen, Aasland & Skogstad, 2007, p. 208).

Authenticity – Rise of Followership and Leader-Follower-Leader

While authors have not dwelled on leader intent in discussions of destructive leadership, as exhibited by the preceding paragraph, numerous writers have been explicit regarding leader intent when discussing positive, constructive leadership. The intentionality in good, effective leadership is conveyed by authors recurring address of a leader's vision. Terry (1993, p. 38) declared "Vision is the heart of leadership. . . ." Kouzes and Posner (1995, p. 135) talked about vision as the "magnetic north" in leadership. Burt Nanus (1992, p. 8) said a visionary leader ". . . jump-starts the future by

calling forth the skills, talents and resources to make it happen. . .” It is of special significance, however, to note the emerging manner in which contemporary leadership scholars write about today’s leaders connecting with, motivating, inspiring, and rallying followers in support of their visions. Lucas (2008, p. 2) equates this with a developing philosophy of leadership that intends to enhance the meaning and significance that interconnected/interdependent individuals and groups experience in serving something greater than self. This evolving philosophy has found most of its voice in the present decade’s literature on maximizing personal strengths (Buckingham & Clifton, 2001; Clifton & Anderson, 2002; Rath & Conche, 2008). Upon careful review, however, it is remarkable to find that in an examination of the critical importance of one’s sense of identity, Gardner (1995) posited a substantial foundation for this philosophy in asserting that the effectiveness of a leader’s vision resides in its ability to answer basic questions regarding personal, social and moral choices. Quoted in Greenwood (2009, p. 46), Flippen stressed “Great leaders see outcomes that are worthy of people’s efforts. By worthy, I’m not talking about money. . . I’m looking at things that are important, that make contributions to people, to society, to life.” Moreover, Flippen (2007, p. 22) asserted “Strengths theory contributes to success. But it’s not enough. . . And being told to focus on my strengths doesn’t address the behaviors I need to correct in order to move forward.” Espousing personal constraints theory and the principle that an organization cannot rise above the constraints of its leaders, Flippen (2009, p. 89) stated “You see, your personal constraints really aren’t *personal* [italics original]. They aren’t just about you. They are also about the people you care about.”

The presently evolving philosophy of leadership is not confined to particular industries, specific cultures or individual countries; nor is it purely secular or solely ecclesiastical. Presenting a view that it is a global trend, Bhindi and Duignan (1997) claimed:

Environmental complexities and turbulence have brought to the forefront fundamental issues and tensions relating to leadership, organization structures, culture, and management practices. . . . There is, especially, a re-examination of the concepts of power and authority and how they are exercised and legitimized. Leadership and management are being redefined and there are increasing calls for a clear shift away from traditional hierarchical control mechanisms and processes as a basis for influence to notions of leadership as service and stewardship. . . . There is also a restlessness in some quarters about the neglect of the human side of enterprise in a rampant pursuit of profits, prestige and outcomes. (p. 118)

Numerous authors recently voiced a call for inspirational leaders (Evans, 2009; Goldsmith, Baldoni & McArthur, 2010; Lucas, 2008; Secretan, 1999, 2004). Other writers emphasized a pressing need for ethical leaders (Aburdene, 2007; Badaracco, 2002; Cantrell & Lucas, 2007). If, however, there is a defining concept which embodies and galvanizes this young millennium's leadership literature to date it is "authenticity" (See *Figure 4*). George (2003, 2007) may be credited with coining the term "authentic leadership," yet Kouzes and Posner (1987) promoted a leader's personal integrity, credibility and trustworthiness; Badaracco and Ellsworth (1989), Hodgkinson (1991),

complex. Perhaps the same student might conclude something similar during a study of authenticity. If the sincerity and genuineness implied by authenticity is confined to nothing more than a leader's being true to self the coveted chalice will be empty indeed. Terry (1993, pp. 109-112) explained that the very nature of authenticity places a measure of constraint on self and that authenticity requires actions to be correct and genuine in one's self *and* in the world with which one is engaged. Thus, like a servant-leader and a transformational leader, the authentic leader must not only discern the right thing to do, she/he has to do it - because it is right. Ethical (i.e., authentic) leadership abides nothing less. Thus, a fairly simple principle in a complex subject of "ought to's."

While the student's attention is drawn to the concept of authenticity in current leadership literature, there is another noteworthy thread present in recent works by leadership investigators and authors. Concurrent with the rising wave of interest in authentic leadership, there has been a comparatively profound interest in followership and leader-follower dynamics. Hollander and Webb (1955) pioneered the study of followers as well as their leaders and suggested that followership should also be recognized as a contributor to effective leadership. Subsequently, Hollander and Julian (1969) added to the work of Homans (1950) pertaining to leaders and group members by asserting that leadership involves two-way influence which comprises an exchange relationship between the leader and follower. This concept received later support from Gardner (1990) who also asserted that the interactions of leaders and constituents (i.e., followers) thrive on a lifeblood consisting of the bidirectional flow of communication

and influence. Hollander (1974) continued to advance the concept of active followership by proposing that leaders must act as followers, and followers as leaders, at times.

With investigations into leader-follower relationships, theorists began to question whether leaders maintain the same relationship with each follower. Leader-Member Exchange Theory (Dansereau, Graen, & Haga, 1975; Graen & Cashman, 1975) was introduced to explain how some followers in a group trust, sense support and feel part of shared goals while other followers in the group lack trust, recognize few shared goals and experience fewer rewards. As interest in the leader-member exchange concept grew, philosophers and theorists began to focus on precisely what is meaningfully exchanged between leaders and followers in the leadership process. As noted previously, Greenleaf (1977) offered the concept of the servant-leader who collaborates with followers and encourages their growth and development while remaining focused on organizational performance and integrity. Burns (1978) named and elaborated the concepts of leader-follower transaction and leader-follower transformation based upon the essence of what is exchanged between leader and follower.

Studies of leader-follower dynamics brought broader attention to the influence that followers have in shaping effective leadership. Observing businesses necessarily moving to flatter, knowledge-based organizations in order to compete in a global economy, Kelley (1988) noted that followers and leaders increasingly fulfilled the roles of the other in both domestic and international companies. Chaleff (1995) addressed the influential impact that credible followers have on the quality of leadership regarding organizational integrity and performance. This association of credibility with the most

effective followers coincides with the work of others in designating this same characteristic as the single most important in effective leaders (Kouzes & Posner, 2004).

Thus, the emerging voices advocating authenticity and authentic leadership are contemporaries of those expressing the significance of engaged followership in their descriptions of leadership as a collective activity. Kellerman (2008) is the most recent, and perhaps most forceful, author to present as indisputable the consequential role followers play in influencing the leadership process. Her work compels the student of leadership to yet again return to the thoughts of Greenleaf (1977) and Burns (1978) who shared strong beliefs that power and leadership are best viewed as relationships in which the role and responsibilities of leading are, in fact, earned. This belief suggested that leadership requires congruence in the values held by the leader and follower, and it is only in the presence of authentically shared values that a leader is assured of willing followers. DeSimone (2007) contended that effective leaders truly empathize with the values of those they lead as opposed to only understanding followers' values and then simply using this understanding for motivational leverage.

The leadership student should acknowledge and appreciate today's overlapping outcries for the development of both authentic leadership and excellent followership that merge in forward-moving, leader-follower partnerships. If reality dictates that effective leaders sometimes follow and excellent followers sometimes lead, it is fitting to close this review of the leadership literature with thoughts from Hock (1999), who like George (2003, 2007) is an acclaimed practitioner of business leadership in the current knowledge-based, global economy:

Leader presumes follower. Follower presumes choice. . . . True leading and following presume perpetual liberty of both leader and follower to sever the relationship and pursue another path. . . . The terms *leader* [italics original] and *follower* [italics original] imply the freedom and independent judgment of both. If the behavior of either is compelled, whether by force, economic necessity, or contractual arrangement, the relationship is altered to one of superior/subordinate, management/employee, master/servant, or owner/slave. All such relationships are materially different than leader/follower.

Induced behavior is the essence of leader/follower. Compelled behavior is the essence of all others. . . . Therefore, a clear, meaningful purpose and compelling ethical principles evoked from all participants should be the essence of every relationship, and every institution.

It comes down to both the individual and collective sense of how and where people choose to be led. Where a community will be led is inseparable from the conscious, shared values and beliefs of the individuals of which it is composed.

The true leader's behavior is induced by the behavior of every individual who chooses where they will be led. (pp. 67-68)

CHAPTER III

RESEARCH QUESTIONS AND METHODOLOGY

Reading family business literature while simultaneously reviewing the literature on leadership theory discloses an intriguing phenomenon: researchers in the respective domains seldom reference each other. The study of family business is much newer than the study of leadership, and the specific examination of leadership in a family-owned business is newer still. An analysis of leadership in a family firm gains from a reliance on the comprehensiveness and depth of leadership literature.

The purpose of this study and the methods used therein was first, to discover where ownership meets leadership in a family-owned business and second, to determine whether the television miniseries *Texas Ranch House* (Barreto, 2006) is a useful medium in teaching the concepts of leadership in general and, especially, in family business. On the surface, these intentions may seem rather uncomplicated. However, when the aims of this study are collectively considered they produce legitimate complexity. A family-owned business differs from other businesses in a variety of ways. The family overlaps both the ownership and business management subsystems in a family firm (Aronoff & Baskin, 2005; Gersick, Davis, Hampton, & Lansberg, 1997; Hess, 2006; Poza, 2007). The vision, goals, and objectives within a family firm often extend beyond basic business performance (Aronoff & Baskin, 2005; Chua, Chrisman, & Sharma, 1999; Chua, Chrisman, & Steier, 2003; Hess, 2006; Poza, 2007). Communication, decision-making, outlook horizon, and succession planning are typically different in a family firm

(Aronoff & Baskin, 2005; Hess, 2006; Morris, Williams, Allen, & Avila, 1997; Poza, 2007). Finally, while films can be excellent tools in the hands of adept leadership educators (Callahan & Rosser, 2007; Cummins, 2007; Williams, 2006), not every film portraying leadership concepts effectively demonstrates the distinctions of good family business leaders. Reality television programs, in particular, can easily depict as much farce as nuance.

Student-Researcher's Personal Experience

The student-researcher is by definition a senior citizen and adult learner. After earning a Doctor of Veterinary Medicine degree he co-founded and co-owned a substantial private veterinary practice. As a co-founder/co-owner of an enduring enterprise he acquired both formal business and firsthand partnership experience. The veterinary practice was then a mixed practice, serving owners of large as well as small animals. The large animal component of the practice comprised beef cattle and horses. Services were often delivered on ranches where these animals were raised and worked for the purpose of generating the owners' incomes. While practicing veterinary medicine and surgery the student-researcher also established a second enterprise with his own breeding herd of registered beef cattle.

After spending a decade in private business the student-researcher was invited to return to his alma mater in an education management position responsible for overseeing the instruction in a start-up program in which education and training were comprehensively integrated to meet the needs of adult learners from both national and international workforces. The course work was interdisciplinary with substantial

portions being management and leadership. Serving for a decade and a half as an instructor as well as an administrator with responsibilities in these university courses, attended by students who in many cases had multiple advanced degrees and substantial professional titles, stimulated an ongoing personal study of leadership and, eventually, this doctoral pursuit.

The student-researcher's doctoral program was greatly augmented by a timely and highly relevant opportunity to manage two substantial beef cattle ranches. Both ranches are owned by the same family, one of them for more than 100 years. The student-researcher's first viewing of *Texas Ranch House* (Barreto, 2006), the case study for this dissertation, occurred while he was on and actively managing the ranches, both of which are situated in Texas.

Qualitative Research

Research is producing knowledge about the world. Qualitative research can expose how observable facts interact and ultimately synthesize an inclusive phenomenon within a given context. A qualitative researcher, then, attempts to discover a phenomenon, or process as the case may be, in a particular context and analyze it in a manner which yields deep-rooted understanding. Sound qualitative research grasps the inside story of a holistic view. Unlike a quantitative researcher, a qualitative researcher does not direct or control variables but scrutinizes subjects in their natural setting. Patton (2002) characterizes the qualitative researcher as the instrument of research that generates detailed data about a purposefully selected, small number of people or cases and organizes the data as information in presenting a meaningful story. In other words,

qualitative data takes the form of words and these words yield information in the form of rich, or thick, descriptions. Lincoln and Guba (1985) state “The description must specify everything that a reader may need to know in order to understand the findings (findings are NOT part of the thick description, although they must be interpreted in the terms of the factors thickly described). . .” (p. 125). Sufficiently rich descriptions convey the reader, via influential words and the reader’s own imagination, into the researched domain.

Qualitative research principally relies upon an inductive research strategy. When qualitative research produces theory it is usually the result of the researcher progressively assembling a theory while intuitively, or with sensitive instinctiveness, developing an emerging big-picture understanding of the data. According to Goetz and LeCompte (1984) an inductive, qualitative researcher seeks to find a theory that explains the data, as opposed to the deductive researcher who seeks data to support a theory. Also distinguishing qualitative research from quantitative research is the approach to sampling. Merriam (1998) states “Sample selection in qualitative research is usually (but not always) nonrandom, purposeful, and small, as opposed to the larger, more random sampling of quantitative research” (p. 8).

Case Study

As a type of qualitative research, the case study has had widespread usage in education for nearly 40 years. Merriam (1998) asserts “I have concluded that the single most defining characteristic of case study research lies in delimiting the object of study, the case” (p. 27). This assertion affirms Smith’s (1978) earlier perception of the case as a

bounded system. Stake (1995) suggests that “the case is an integrated system” (p.2). With additional pertinence Miles and Huberman (1994) characterize the case as a phenomenon of some sort occurring in a bounded context” (p. 25).

As opposed to hypothesis testing, a qualitative researcher selects the case study research design because it promises insight, discovery, and interpretation in context. According to Yin (1994), case study is especially apropos in research situations where the phenomenon’s variables cannot be separated from their context. Therefore, case study is an appropriate method in this project since the study is of a contemporary event within its real-life context (Yin, 1994). Considering this type of research to be a process, Wilson (1979) is particularly poignant in saying that a case study

. . . tries to describe and analyze some entity in qualitative, complex and comprehensive terms not infrequently as it unfolds over a period of time. Case studies use prose and literary techniques to describe, elicit images and analyze situations. . . . They present documentation of events, quotes, samples, and artifacts. (p. 448)

Furthermore, Stake (1981) notes that previously unknown relationships and variables can be expected to emerge from case studies leading to a rethinking of the phenomenon being studied and, thus, insights into how things get to be the way they are can be expected to result from case studies. To this Merriam (1998) adds about the descriptively constructive nature of case studies “They can bring about the discovery of new meaning, extend the reader’s experience, or confirm what is known” (p. 30). Case studies are considered heuristic when they explain and illustrate the reader’s understanding of the

phenomenon under study. Therefore Merriam (1998, p. 31) also suggests heuristic case studies can: (1) explain the reasons for a problem, the background of a situation, what happened, and why; and (2) evaluate, summarize, and conclude, thus increasing their applicability. Therefore rich, thick descriptions can exhibit interpretive and developmental properties. When this type of interpretive effort occurs in case studies Shaw (1978) contends they extend beyond basic descriptive studies and refers to them as analytical case studies because of their complexity, depth, and theoretical orientation.

Research Design

Case selection

In keeping with the thoughts of Honigmann (1982), the student-researcher wanted to qualitatively discover what occurred, the implications of what occurred, and the relationships linking occurrences. Purposeful sampling (Patton, 1990) was employed because the researcher's desire was to discover and gain understanding using a sample from which the most could be learned. In order to satisfy both purposes of the study, and because of its unique typology, the reality television miniseries *Texas Ranch House* (Barreto, 2006) was selected as the subject case. Analyzing film inherently accommodates collection of qualitative data in an inductive approach (Barbour, 2006; Callahan & Rosser, 2007). According to Isaac and Michael (1995), the value in the purposeful selection of this particular case is that it presented an opportunity to understand a certain case in its own right. These authors contend that the supremacy of purposeful sampling lies in selecting information-rich cases for in-depth study; such cases from which one can learn most about the issues central to the purpose of a study.

The use of a typology - uniqueness, addresses both of the research questions: Where does ownership intersect leadership in a family-owned business? and Is *Texas Ranch House* (Barreto, 2006) a suitable medium for teaching the concepts of leadership in general and, especially, in family business?

Trustworthiness

Stake (2005) explains that “A researcher’s knowledge of the case faces hazardous passage from writing to reading. The writer seeks ways of safeguarding the trip” (p. 455). Consequently, a qualitative researcher is anticipatory regarding the concerns of those who may read and appraise the work. Lincoln and Guba (1985) are direct in addressing the matter of trustworthiness in qualitative research and contend “The basic issue in relation to trustworthiness is simple. How can an inquirer persuade his or her audiences (including self) that the findings of an inquiry are worth paying attention to, worth taking account of?” (p. 290). In answering their own question it is the view of these authors that trustworthiness entails establishing credibility, transferability, dependability, and confirmability.

Credibility

Credibility relates to the extent to which the researcher adequately represents reality. Merriam (1998) asserts that it is important for a qualitative researcher “to uncover the complexity of human behavior in a contextual framework and to present a holistic interpretation of what is happening” (p. 203). Moreover, Patton (2002) believes the credibility, or veracity, of a qualitative study depends more on the richness of the data, the information that data generates, and the analytical ability of the researcher than

on the sample size. In consideration of the issue of credibility this student-researcher spent prolonged periods of time, on numerous occasions, across a period of years studiously engaged in viewing and reviewing *Texas Ranch House* (Barreto, 2006). Doing this enabled the student-researcher to comprehend the context, culture, and behaviors relevant in the phenomenon under study. With pertinence to the value of this time investment Lincoln and Guba (1985) state:

If the purpose of prolonged engagement is to render the inquirer open to the multiple influences – the mutual shapers and contextual factors – that impinge upon the phenomenon being studied, the purpose of persistent observation is to identify those characteristics and elements in the situation that are most relevant to the problem or issue being pursued and focusing on them in detail. If prolonged engagement provides scope, persistent observation provides depth.
(p. 304)

A quest for credibility also included a disciplined effort to achieve what Mathison (1988) calls a “holistic understanding of the specific situation” in order to construct “plausible explanations about the phenomena being studied” (p. 17). This effort included the use of multiple sources and resources to benefit from the convergence, or triangulation, of perspectives in order to develop comprehensive insight and present a full-bodied account of the case study. Besides the student-researcher’s repeated personal observations the analysis, discussion, and conclusions incorporate multiple theoretical perspectives from both leadership and family business literature, viewpoints specific to executive leadership from two acknowledged scholars, a

collective assessment by a three-member panel having case-specific expertise, and plentiful publically volunteered impressions expressed by the outside audience that viewed *Texas Ranch House* (Barreto, 2006) when aired by the Public Broadcasting Service (PBS).

The student-researcher's intentional attempt to conduct and report a credible case study is further exemplified by the applications of both negative data analysis and referential adequacy (Lincoln & Guba, 1985; Patton, 2002). When the occasional element of data did not support the patterns emerging from the overall data that deviant element was also noted with annotation. Furthermore, a portion of the data did not materially inform the discussion or conclusions relative to the research questions but did, however, enhance the experience of viewing *Texas Ranch House* (Barreto, 2006). Rather than disregarding this data, the student-researcher returned to it after developing an outline of the case and considered it while reviewing the soundness of the final report.

Transferability

Transferability implies that the discoveries and resultant conclusions in a particular qualitative case study also have relevance in other contexts. While a qualitative researcher is often less concerned with this type of generalizing than is a reader of the case study report (Kennedy, 1979; Lincoln & Guba, 1985), the researcher should offer enough detail in the description of the study's context to assist a reader in making the inevitable forthcoming comparisons with other situations. Merriam (1998) defines rich, thick description as "providing enough description so that readers will be able to determine how closely their situations match the research situation and, hence,

whether findings can be transferred” (p. 211). In keeping with Merriam’s definition, the student-researcher is detailed and explicit when describing both individual observations and their collective patterns in this case study report.

Dependability

Both the process and product of a research project can be strengthened by the examination of an external, uninvolved researcher who evaluates for accuracy and whether the findings, interpretations, and conclusions are supported by the data. It is the view of Lincoln and Guba (1985) that a qualitative researcher wants an outsider’s audit of an ongoing study to affirm that the results make sense in light of the data collected. Merriam (1998) emphasizes “The question then is not whether findings will be found again but *whether the results are consistent with the data collected*” (italics original, p. 206). Accordingly Dey (1993) adds “If we cannot expect others to replicate our account, the best we can do is explain how we arrived at our results” (p. 251). This student-investigator intermittently conferred with the chairman of his presiding committee, described in detail how data were collected, how categories were derived, and how decisions were made throughout the inquiry (Merriam, 1998) and, thereafter, gratefully proceeded with the benefit of the feedback and counsel received. Importantly, this report’s chapter titles and sequencing plus the contents therein reflect the direction and flow which stemmed from the external audits.

Confirmability

Along with the practice of triangulation which was previously addressed, confirmability relates to a qualitative researcher’s exercise of reflexivity. Qualitative

inquiry is complex and embraces the researcher's penchant for discovery, propensity to progressively layer increasingly meaningful interpretations, and reliance upon a flexible, emergent design of project procession throughout a study. The qualitative researcher's willingness and ability to reflect are significant in gaining an understanding of the phenomenon under study as well as the research process per se. Glesne and Peshkin (1992) state "Learning to reflect on your behavior and thoughts, as well as on the phenomenon under study, creates a means for continuously becoming a better researcher" (p. xiii). Considering how a researcher pursues the process of knowledge construction during a qualitative study, Watt (2007) says:

By engaging in ongoing dialogue with themselves . . . researchers may be able to better determine what they know and how they think they came to know it. An introspective record of a researcher's work potentially helps them to take stock of biases, feelings, and thoughts, so they can understand how these may be influencing the research. (p. 84)

This investigator has previously shared that he is a leadership instructor. As an instructor he conducts at the end of each semester a thorough examination of the concepts presented to his classes, why the concepts were selected for class dialogue, how the concepts were introduced, and what responses the students had to each concept. Each of these reflective events at the close of the past four semesters was very instructive in terms of the investigator's conceptual movement and focus when addressing executive leadership. These successive reflective exercises were undertaken while the student-researcher was frequently repeating his observations and revising his interpretations of

them during the case study process. Therefore, the investigator is acutely aware of the cross-fertilization between his instructional and research efforts. This case study report is informed by that cross-fertilization and the researcher submits the report is stronger as the result of it.

A qualitative researcher's personal interests can bias a study. This student-investigator was, and remains, sensitive to the fact that his interest in leadership education and development plus personal experiences in business, including registered and commercial cattle ranches, could predispose him to prejudicial preconceptions upon undertaking this particular case study. However, the embryonic research questions were very general: What constitutes leadership in the business arena? and Is *Texas Ranch House* (Barreto, 2006) well-suited for use in the leadership classroom? While this study did explore these questions in a sweeping manner, the study's focus was on two much more specific questions: Where does leadership intersect ownership in a *family* business system? and Is *Texas Ranch House* especially well-suited to help teach leadership in a *family-owned* business? This conceptual funnel, so described by Marshall and Rossman (1999), used in framing and focusing the study dictated the systematic consideration of existing research and theory in a process of discovery, interpretation, and application. Therefore, the student-investigator could not conduct this case study from a position relying upon general observations or even personal, informal theory because it required an investigation and application of formal theory, concepts, and models from literature and doing so in accordance with the subtleties of data.

Data Collection

The aim in data collection was to do more than merely extract the facts and background from the case under study. The thrust also included descriptions of critical leadership events, consequences of leadership actions, and interpretations, opinions, and viewpoints of the leadership. Because the organization and members forming the case under study was captured in DVD format, observations, along with reviews of associated documents and forums of communication served as the primary tools in collecting data.

Observation

Merriam (1998, pp. 94, 111) affirms that observation is a research tool and major means of collecting qualitative data. Since the artifact is a publicly broadcast film of unscripted human interactions, the researcher in this study occupied a unique position of complete observer without the ethical dilemmas associated with covert observation or the “schizophrenic activity” (Merriam, 1998, p. 103) inherent in a participant-observer role. Moreover, the researcher did not embody an intrusion into the context under observation.

Data collection was exhaustive; complete throughout all episodes of the television miniseries and repeated numerous times until the essential saturation was evident. The preponderance of the observational data represents the student-researcher’s personal uptake while viewing and hearing the elements of human participation in the case’s context. There are however, also secondhand accounts, so to speak, since the participants and the program’s narrator confide their own views of their world. Furthermore, this student-investigator experienced the legitimacy of the admonition

from Merriam (1998) when she says “Where to begin looking depends on the research question, but where to focus or stop action cannot be determined ahead of time. The focus must be allowed to emerge and in fact may change over the course of the study” (p. 97). While Merriam also advises that no one can observe everything, this investigator’s observational data includes observations pertaining to the following:

- Physical setting,
- Participants,
- Activities and interactions,
- Conversations,
- Subtle factors - especially what did not happen if it should have happened , and
- Observer’s thoughts, questions, and comments.

Ancillary data

Texas Ranch House (Barreto, 2006) was widely viewed and critiqued as it was broadcast. Several sites on the internet posted intermittent commentaries by the PBS Ombudsman, regular bloggers, and guest writers while others hosted forums in which viewers had ongoing conversations during, immediately following, and in between the multiple episodes. While these sources are non-academic they offered a broad spectrum of viewer perspectives, from superfluous to rather wise. The review of data from these sources provided insight into what casual viewers observed, did not observe, used in constructing meaning as individuals and groups, and how they communicated their perspectives to others. Besides revealing how frequently the public uses the words leader and leadership in conversation, this data contributed to the investigator’s ongoing

reflections regarding the inconsistent and imprecise vocabulary people generally use when talking about concepts and manifestations of leadership.

Data Analysis

Analysis is ongoing throughout a qualitative research project. As a result, a qualitative case study is formed and recast as the study continues and the data steadily become discoveries, insights, and eventual conclusions. Considering these characteristics of qualitative research Patton (2002) explains “Because each qualitative study is unique, the analytical approach used will be unique” (p. 431).

Individual observations

This student-researcher first studiously and sequentially observed each episode of the television miniseries, making copious observations and listing them in chronological order. Each observation was treated as a standalone item of data and noted without interpretation or annotation. In other words, units of data were compiled in a running list without any additional description. This process was repeated and reviewed for completeness on several occasions in order to capture as many data points as possible.

Creating raw narrative

Episode by episode, the running lists of observations were narratively connected and organized as a paragraphical story. When this process was completed for each episode of the television miniseries the episode was viewed again to make certain the corresponding paragraphical narrative was an unaltered and accurate representation of the substance, chronology, and flow of the unfolding story in the episodic broadcast. After this process was comprehensively performed for all of the individual episodes the

collective text presented the entire series in a detailed, narrative form. An attentive reader could virtually ascertain the entire movie script and story without having the benefit of actually viewing the film.

Grouping, categorizing, and naming themes

The narrative was read and reread and all the while repeatedly compared to the lists of observations and the film itself. The story, including verbatim quotes from the participants, was meticulously checked for comprehensiveness and the possibility of corruption of any kind. This comparative process involving the written observations, paragraphical narrative, and the film triggered the emergence of three noteworthy foci: ownership, family, and business.

Reorganizing the raw narrative

Once the investigator discovered the primary, emergent foci corresponded to the three subsystems that the family business literature identifies as the principal parts of a family-owned business, the narrative data was reorganized under the ownership, family, and business categorical headings. While this reorganization was ongoing thematic subcategories also emerged from the data: leadership of the overall family business system under the ownership category; culture, values, and management in the household under the family category; culture, values, and management in the crew under the business category. The observations and narrative data were yet again examined to accommodate the emergent subcategories along with the principal categories. As per Stemler (2001), the disciplined, systematic approach to creating the thematic categories

and capturing patterns in the narrative data provided comparative data and strengthened the outcomes of the study.

The constant comparative method of data analysis is extensively employed in all types of qualitative studies, whether or not the researcher is building a grounded theory (Merriam, 1998). However, capitalizing on emergent categories during data analysis is the approach to building grounded theory. According to Strauss and Corbin (1997) the development of grounded theories can be traced back to the data from which they inductively arise. This student-researcher was not explicitly intent on developing theory when undertaking the qualitative case study. However, the eventual interplay between the data and its analysis - characteristic of a grounded method - served to develop context-based descriptions and explanations (Hesse-Biber & Leavy, 2006; Merriam, 1998) in this study. It is significant, then, that this report's conclusions present a model of healthy, effective organizational performance built upon integrated conceptions of values-based leadership, advanced followership, and organizational citizenship. Therefore, this student-researcher submits that the approach used aligned with assertions by Lincoln and Guba (1985, p. 288) that a study's results should ultimately display "dependability" and "consistency" with the data collected.

Confining and enriching the narrative in a final analysis and discussion

In order to purposely bring the study's analysis, discussion, and conclusion into increased alignment with the research questions, the issue of leadership intersecting ownership in particular, the final chapters of the report primarily cast illumination on the case's subject owner and the owner's spouse. This dyad is often of central interest when

examining a family firm and became especially so in the case under study here. The final analysis is appropriately detailed in its descriptive interpretations regarding the roles, functions, and impacts of these two participants and enriched with the investigator's simultaneous applications of both leadership and family business literature.

The Case

Texas Ranch House (Barreto, 2006)

The television documentary and miniseries, *Texas Ranch House*, is the contemporary artifact and constitutes the case in this qualitative study. It is a story captured on film. The complexity of leadership accommodates storytelling (Callahan, Whitener, & Sandlin, 2007; Cummins, 2007) and stories energize personal interpretations and the construction of mental models (Trice & Beyer, 1993). Film provides an active artifact, akin to real life, in contrast to the more passive nature of print-based artifacts (Barbour, 2006). The action and real-life feel of an appropriate film invite an observer to interact with context, culture, and other people – people who are “living” the roles of leader and follower. It is noteworthy that the real life quality of *Texas Ranch House* (Barreto, 2006) is enriched by the fact that the participants' encounters, dialogues, and behaviors are not scripted. The interactivity of people in a film, and an observer with the film, lends itself to immediate assessment (Callahan, Whitener, & Sandlin, 2007). Using film in a critically reflective manner is a suggested pedagogical method in leadership education (Barbour, 2006; Champoux, 1999).

In establishing the premise and context of this Public Broadcasting Service (PBS) program, the producer stated a purpose and anticipated outcome for the family-owned

enterprise being documented. In doing so, the PBS also assembled a panel of individuals with relevant expertise to determine if the family business was a “success” at the program’s conclusion. Success in this instance required more than simply momentarily experiencing the period dress and challenges of the ranching environment of 1867 Texas. In addition, success was predetermined to be more than the individual perseverance, or survival, for the specified length of the program that is the basis of several current reality-television programs. The challenge in *Texas Ranch House* (Barreto, 2006) was to establish a family-owned ranch as a viable and sustainable operation. Along with overall film, the televised considerations, remarks, and conclusions of the expert panel of assessors also provide a remarkable source of data.

PBS promoted this television miniseries with a teaser:

Travel back in time with one brave family and a group of intrepid would-be cowboys as they find out what it took to make it on the western frontier in 1867. How well will these modern-day individuals do as they experience real life on the range?

Each of the eight episodes began with a narrator saying:

This is the true story of 15 brave men and women who traveled back in time, daring to live as the early cowboys and ranchers did over 130 years ago. These modern-day adventurers will endure two-and-a-half months of heat and hardship – a test of true grit. But do they have what it takes to succeed on ‘Texas Ranch House?’

Therefore, the producer of *Texas Ranch House* (Barreto, 2006) had a concept of “success” in mind. Besides the producer’s notional intent, this case study report includes thorough analyses, discussions, and conclusions that interpret how the key subject participants conceived success for themselves.

CHAPTER IV

NARRATIVE OF FINDINGS

Episode 1: *A Home on the Range*

Mr. Cooke as Owner-Founder

An individual who starts a business converts an idea, or challenge, into a successful enterprise. In the initial phase of a startup business an entrepreneur is often necessarily immersed in all of the work and details of getting the new business up and running. Very often the sole owner and manager/builder as well as workhorse in the new business, an entrepreneur acquires knowledge and perspective in all facets of a budding enterprise. Consequently in a family business “Being the founder, owner, and knowledgeable manager imbues them with a ‘legitimate authority’ that is recognized and accorded great deference throughout the organization and family” (Aronoff & Baskin, 2005, p. 16). While Mr. Cooke arrives at Cooke Ranch with real-life managerial experience in the finance and accounting aspects of hospital administration, his basic characterization in the open range of the Texas frontier is that of city-slicker and greenhorn.

In keeping with leadership literature in general, literature on family business leadership emphasizes the importance of vision. Aronoff & Baskin (2005) assert “Leadership needs to be focused primarily on vision and on strategy that will fulfill or attain the vision” (p. 5). Mr. Cooke’s vision for Cooke Ranch is briefly declared in terms of making a go of it. Concise as it is, Mr. Cooke’s vision can be interpreted as an

inelegant definition of sustainability. However, the degree and ultimate extent of the sustainability he implies is not clear. The extent of his vision may go no further than the status of the balance sheet at the arbitrary end of the televised *Texas Ranch House* (Barreto, 2006) challenge. On the other hand his vision may include a healthy business organization whose ownership, management, and assets he will eventually turn over to his daughters. The uncertainty regarding the scope of sustainability to which Mr. Cooke is committed is a significant issue. One of the hallmark features which define the distinctiveness of family-owned businesses is the objective of business continuity from generation to generation (Poza, 2007, p. 5).

Mr. Cooke's strategy for making a go of it with Cooke Ranch is rounding up and claiming ownership of as many maverick longhorn cattle as possible. The single goal he links to his strategy is just as clear-cut: sell his cattle for an amount sufficient to leave the business with a profit after the mortgage and operating and living expenses are paid. The goal is arbitrarily short-term because the mortgage is due at the conclusion of the summer-long *Texas Ranch House* (Barreto, 2006) challenge, and coincident with a seasonal end to the prime time for trailing a herd of cattle to market. Mr. Cooke's only professed strategy and goal warrant the researcher's attention. The literature on family business leadership commonly emphasizes that family business owners have multiple goals (Aronoff & Baskin, 2005; Hess, 2006; Poza, 2007). Mr. Cooke's strategy and goal are business-specific. His focus is on creating business income and increasing equity in Cooke Ranch. This focus does not include or reveal what his family members have as additional goals and priorities. According to Aronoff & Baskin (2005, p. 9) members of

the owner's family may have priorities which center on passing the business ownership to the next generation, providing employment for the next generation, conveying the family's values through the business to its employees and surrounding community, building a name for the family, and even meeting charitable objectives. Accordingly, Poza (2007) asserts that a family-firm leader and business manager must be aware of the family's strategy and priorities because the expectations of him/her extend beyond the achievement of financial goals. Therefore, the singularity of his strategy as well as the supporting goal suggests Mr. Cooke's vision is similarly limited.

There is further reason to question Mr. Cooke's preparedness for leading Cooke Ranch as a family business. He acknowledges that he does not fully know what is yet to confront him but deems it just another business, something with which he has some experience albeit in a decidedly different context. The literature on family-owned businesses is rife with contentions that these businesses markedly differ from publicly-owned firms and even other closely held firms, and they present unique challenges in leadership. A comprehensive study found 21 different definitions of "family business" in a review of 250 business articles (Chrisman, Chua & Sharma, 1996). A decade later and considering the literature's continuing tendency to promote definitional variations, Poza (2007) perceives family businesses as including the full range of enterprises in which an entrepreneur or next-generation Chief Executive Officer and one or more family members extensively influence the firm. This assessment acknowledges the existence of three distinct systems in a family-owned business: ownership, business, and family. Poza (2007) concurs with Aronoff & Baskin (2005) in proclaiming that these three systems

are interrelated, interdependent, and each requires its own leadership. Mr. Cooke's assertion that he is going to be the "boss" without anyone telling him what to do in a family-owned business suggests some naiveté on his part.

Culture, values, and legacy are significant in all businesses but they are vitally consequential in a family-owned business. A family-owned business is long-term in orientation and sustaining a high level of performance commonly reflects a strong culture that is congruent with the strategy of the business. Poza (2007) states:

Culture is a collection of beliefs, values, and ground rules that shape and influence how individuals, groups, and the business as a whole behave and operate when confronted with choices, decisions, opportunities, and threats.

Company cultures are often composed of unique values that define the nature of the company's commitment to its major stakeholders. . . (p. 276)

Mr. Cooke's first instructions to the foreman concern guarding his daughters' honor. He uses his first meeting with the whole crew of ranch hands to spell out his expectations regarding behavior and performance (See Table 1).

Leading the establishment of culture and values is a component of vision for an organization. Creating a vision for a family business involves more than stating business goals. Beliefs and values must also be clarified. Aronoff & Baskin (2005) stress beliefs and values need to be communicated in a manner that builds cohesiveness and motivation in both the business and family. Neither Mr. Cooke's family members nor his household's girl of all work were present when he provided the foreman and bunkhouse crew with the values and principles of doing business on Cooke Ranch. This is not the

first instance in which Mr. Cooke maintains a separation of family from the men employed on the ranch. Even though the bunkhouse cook prepared a welcoming meal which he, the foreman, and the entire bunkhouse crew in unison presented to the family upon the owner's arrival at the ranch, Mr. Cooke excluded the hands, even the foreman who lives in the house with the family, when the ample meal was eaten.

Table 1: Mr. Cooke's Rules

Mr. Cooke's Rules	
"What I'm looking for"	"Things that will get you fired"
truthfulness	lying
initiative	laziness
respect	disrespect (esp. of Cooke family)

Poza (2007) explains "Trust is not an article of faith among adults" (p. 84). Mr. Cooke is favorably impressed with the foreman. Both men have prior military experience and this contributes to Mr. Cooke's feeling that they are immediately off to a positive start in their relationship. Mr. Cooke states "It wouldn't be appropriate for me to get in his business as far as running the ranch and the hands that go with it." The fact that he did not intervene when the foreman disciplined the very green ranch hand whose improperly tethered horse destroyed the tie rail indicates Mr. Cooke is sincere in expressing this sentiment.

Mrs. Cooke as Owner-Founder's Spouse

The owner-founder's spouse fills significant leadership functions, sometimes almost invisibly, in many family-controlled businesses. Some researchers and authors contend that successful family-owned businesses have two key leaders, not Co-Chief Executive Officers, but one principal leading the business and another providing crucial emotional leadership for the family (Aronoff & Baskin, 2005). Poza (2007) suggests the business leader's spouse frequently is the steward of the family legacy, facilitator of communication, and model practitioner of emotional intelligence.

Representative spouses have described themselves as being stewards of the family legacy, keeping "family" in the family business, instilling a sense of purpose, responsibility, and community in family members, and embodying a spirit of cooperation and unconditional support (Poza & Messer, 2001, pp. 25-35; LaChapelle & Barnes, 1998, pp. 1-17). The significance of these spousal roles is poignantly underscored by the premise that successful family businesses do not let the family destroy the business or the business destroy the family (Hess, 2006). The historical, time-honored roles played by ranch owner's wives are congruent with the spousal leadership functions described here and Mrs. Cooke expresses excitement about assuming them. The researcher does, however, note with curiosity Mrs. Cooke's assertion that not being perceived as a tyrant may be a challenge for her.

Episode 2: *The Good, the Bad, and the Colonel*

Mr. Cooke as Owner-Founder

According to Aronoff & Baskin (2005) “Leadership means the ability to create a way to move forward, and to be able to inspire others to follow a designated path” (p. 1).

These prolific authors on family enterprise also contend:

An effective leader is someone who can understand where the followers are and what they are capable of doing, can understand the task to be done and the overall situation in which that task has to be done, and who then can adjust his or her style of leadership to meet those variables. When you are that kind of leader, you become not the “boss” but often the most flexible person in the organization, able to adjust to what is needed to serve it and move it forward. (p. 27)

Like Mr. Cooke, the Cooke Ranch cowhands, with the exception of the foreman and his top hand, have no previous experience on a working cattle ranch. The cattle to be claimed under the ranch’s brand and mark are mavericks – wild, free-ranging longhorns. Overall, the newbie ranch hands do not possess the skills necessary to gather, bunch, hold, rope, and brand or tail-dock feral cattle in wide-open country where there are no fences, much less working pens. Consequently, the foreman has the crew constructing pens that will sufficiently confine cattle long enough for them to be worked if gathered and driven to headquarters in small bunches. In other words, the foreman’s initial managerial focus is on laying the groundwork for success in subsequent actions.

Mr. Cooke, however, is anxious for the crew to be out hunting cattle. He attempts to create a sense of urgency in the foreman and crew by announcing they must find and

claim 70-80 “cows” in order for him to meet the financial obligations of Cooke Ranch. The narrator of the film informs the viewer-researcher that Mr. Cooke’s numbers are the result of a miscalculation and significantly underestimate the size of herd actually needed. Mr. Cooke is reportedly an experienced accountant and, therefore, a person from whom such a mistake is unexpected. Furthermore, Mr. Cooke only uses the term cows and does not elaborate by distinguishing these from steers, bulls, calves, or even heifers. His lack of clarity here, along with the narrator’s follow-up remark, indicates Mr. Cooke colloquially says cows to imply all cattle. This does, however, suggest to this researcher that Mr. Cooke may not materially differentiate between the sex and age-specific merits among individual beef animals. A colloquial, generic use of the term cows is, perhaps, acceptable but not recognizing a difference between beefs and brood cows is naiveté in the business of cattle ranching. The fundamental mathematical error and lack of specificity in the charge given to the crew are disturbing to this researcher. They signal a potential disparity between Mr. Cooke’s qualifications and the knowledge, experience, good judgment, and credibility required to lead and make decisions in a business (Aronoff & Baskin, 2005; Hess, 2006; Poza, 2007).

Rather than pitching in to finish the task of building the essential pens, Mr. Cooke eventually leaves the foreman and some of the hands to construct the working pens while he takes the top hand and other crewmen with him in riding through some of the ranch. During this ride the top hand points out some of the ranch’s boundaries to Mr. Cooke. This may or may not reveal something meaningful about the degree to which Mr. Cooke is initially prepared to oversee Cooke Ranch. It does, however, indicate the top

hand is more familiar with the expanse of range comprising the ranch than is the owner. Additionally, this action by Mr. Cooke is inconsistent with his previous sentiment about not interfering with the foreman's management of the crew. His impatience hints that Mr. Cooke is not mindful of Hess's (2006) observation that many family business leaders do not think ahead and ask "Am I sending the wrong message to my non-family employees" (p. 47)? Moreover, Mr. Cooke's dissonant action intimates a possible deficiency in an awareness of his own actions in the trust equation with the foreman. According to Aronoff & Baskin (2005) "Effective leaders trust those they lead and seek to earn trust in return by being trustworthy. They demonstrate respect for their followers" (p. 27).

The inconsistency of Mr. Cooke's intervention with the collective crew's assignment to complete the working pens and his espoused personal regard and confidence in the foreman's ability to manage the crew is all the more evocative when he terminates the foreman's employment. Mr. Cooke's express reason for firing the foreman pertains to his own stated rule regarding respect and respectfulness, toward the bunkhouse cook in this instance. Even the ranch hands are aware of the fact that he releases the foreman without investigating the cook's part in the confrontation. It is all the more curious and interesting when Mr. Cooke then presents the top hand to the rest of the bunkhouse crew as the newly appointed foreman by referring to him as their new "boss."

The contradictions Mr. Cooke introduces into the organizational environment he espouses do not end with the dismissal of the original foreman. Mr. Cooke is present

when the bunkhouse cook disrespects Mrs. Cooke by being a no-show at an appointed meeting. Instead of rousting the cook up and out of his room in order to tend to the business at hand, Mr. Cooke wanders off with Mrs. Cooke when she is almost immediately distracted by her first notice of the ranch's cemetery. The cook is not confronted, much less reprimanded, for his lack of courtesy and respect toward Mrs. Cooke upon her first visit to the bunkhouse kitchen. Moreover, it is not apparent that the bunkhouse cook is ever so much as questioned about his absence from the Cooke Ranch community meal Mr. Cooke provides in appreciation for the crew's early success in finding and claiming cattle.

There is no indication that Mr. Cooke is cognizant of the organizational messages he is sending with his lack of response to the cook's ongoing passive-aggressive behavior. The bunkhouse and owner's house are alike in their awareness of this situation. Furthermore, Mr. Cooke provides the hands a relatively sumptuous celebratory meal while Mrs. Cooke questions the wisdom of doing so. Thus Mr. Cooke seems oblivious to yet a second question Hess (2006) asserts that many family business leaders often fail to preemptively ask themselves: "Am I creating opportunities for family conflict" (p. 47)?

Mr. and Mrs. Cooke express intriguingly different assessments of Mr. Cooke's leadership role and style on Cooke Ranch. Mr. Cooke characterizes himself as a participative, hands-on leader who is all about teamwork. He does so although he does not accompany the crew on either the first or second cow hunt or, apparently, facilitate any discussion with the bunkhouse cook about procuring a timepiece or the availability

of fresh barnyard and garden produce. A participating style of leading is a much discussed element in Situational Leadership Theory (Hersey & Blanchard, 1969, 1993; Hersey, 1984; Blanchard, Zigami, & Zigami, 1985; Hersey, Blanchard, & Johnson, 2007). According to these authors a participative leader assumes a supporting role, approaches decision-making in a shared, relatively democratic manner, and focuses more on building relationships than on accomplishing goals. In other words, a participating style is a low-task and high-relationship style of leading. Mr. Cooke's self-characterization is significant in light of his first action taking the form of telling the crew his rules and then quickly thereafter intervening with the original foreman's tasking of the crew. If he is speaking from any familiarity with the leadership literature's description of participative leadership, perhaps Mr. Cooke's self-assessment is rooted in his recent act of goodwill regarding the celebratory meal.

In an adaptation of the cycle of leadership styles proposed by Blanchard et al. (1985), Aronoff & Baskin (2005) assert there are four styles of leadership that relate to various stages in a family business's existence: directing, coaching, counseling, and delegating. These authors contend that a directing style, as opposed to a participating / supporting (i.e., counseling) style, is best suited in an entrepreneurial startup business that is owned and led by one individual and whose employees are inexperienced and limited in competence.

Except for the newly appointed foreman, all of Mr. Cooke's employees lack experience and, therefore, complete skill sets in the context of a frontier cattle ranch. This entrepreneurial initiative, Cooke Ranch, is further complicated by Mr. Cooke's own

lack of contextual insight and ranch-ready skills. The naiveté of Mr. Cooke and his employees is evidenced by their collective failure to anticipate rustlers or hostiles, both commonplace on ranches in the Texas frontier. Additionally, he has already fired his employee who had the most experience being in command and now feels a need to “. . . be bringing [new foreman] along in terms of managing the men.” The researcher notes the difference in this response to the newly-appointed foreman and the opinion Mr. Cooke initially espoused in his appraisal of the original, but now fired, foreman.

Finally, the researcher also notes that Mrs. Cooke describes herself as doing the “backbone job” in her role on the ranch while Mr. Cooke is the implementer of the ideas she gives him. If Mr. Cooke is aware of Mrs. Cooke’s opinion and actually conforms to it this may somewhat contribute to his notion of being a participative leader. If he is not aware of his spouse’s appraisal the environment on Cooke Ranch may be considerably more complex than Mr. Cooke suspects.

Mrs. Cooke as Owner-Founder’s Spouse

Just as the business system in a family-owned firm needs leadership, so does the family (Aronoff & Baskin, 2005; Hess, 2006; Poza, 2007). While it is often presumed the first-generation leader of the business is also the leader of the business-owning family this is very often not the case. Cohesively moving the family forward in a manner that supports the business and its leadership is a crucial task. Poza (2007) reiterates findings in the 11-year Discovery Action Research Project on Family Business (Poza, Johnson, & Alfred, 1998) in stating “Processes that involve family members in defining the nature of the desired relationship with the business promote family unity and create

some of the intangible assets that allow family businesses to achieve competitive advantage” (p. 65). Collectively describing her daughters, the girl of all work, and herself as go-getters, Mrs. Cooke organizes and leads the women of the house in establishing a project list, dividing tasks among themselves, and identifying the assistance needed from the ranch hands to get some of the assigned tasks done. Furthermore, it is Mrs. Cooke instead of Mr. Cooke who takes the lead in welcoming the guests to the ranch’s celebration of July 4th.

Mrs. Cooke’s endeavor to lead all of the Cooke Ranch women in defining and embracing their roles and responsibilities in the owner’s household is not entirely successful, however. She may or may not realize the extent to which the household’s live-in employee, the girl of all work, is dissatisfied with her deployment on the ranch. While the girl of all work is not truly a member of the Cooke family, she resides in the house and apparently works alongside the owner’s wife and daughter’s as closely as they work with each other. Contending “The guys are not being asked to sacrifice anything except creature comforts and the women are being asked to sacrifice themselves” indicates the girl of all work is far from contented. Left either unrecognized or unresolved, this envy and resentment can pose a threat to the harmoniously productive household Mrs. Cooke apparently envisions.

Episode 3: *The Cookie Crumbles*

Mr. Cooke as Owner-Founder

Mr. Cooke, like everyone else in his household, is still asleep when the bunkhouse crew is out-and-about discovering that some of the ranch’s horses have been

rustled. Kirkpatrick and Locke (1991) strongly assert that specific core traits substantially promote a business leader's success, a high level of drive in particular. A key ingredient in the drive observed in successful entrepreneurs is personal energy (Kirkpatrick & Locke, 1991; Schein, 1996). Building a sustainable cattle ranch involves intense work on routinely long days, making physical vitality and stamina essential. Krames (2005) emphasizes that Jack Welch says the best leaders have boundless energy, enjoy work, and rise each day with enthusiasm and passion for the job at hand. Mr. Cooke does not accompany his crew in the initial, unproductive hunt for his missing horses.

It is interesting to consider again Mr. Cooke's self-description as a participative leader. None of the ranch hands directly inform him that half of the remuda has been stolen. He only eventually learns about the missing horses from one of his daughters after she hears about the theft while interacting with some of the hands as she does the morning milking. Mr. Cooke wonders why no one alerted him more quickly. However, once he is aware of the fact that his ranching operation is suddenly without many of its essential working horses he apparently does nothing to create any sense of urgency about finding and retrieving them. More than an hour passes, and the entire crew of ranch hands eats breakfast, before anyone leaves headquarters in search of the badly-needed horses. Moreover and as already noted, Mr. Cooke does not ride out with the men who participate in the first effort to find his horses.

The researcher observes that the behaviors by both the crew and Mr. Cooke in this situation somewhat impugn Mr. Cooke's status as a participative leader. The

collective lack of energy and initiative in responding to this severe challenge to the survivability of Cooke Ranch also prompts the researcher to look for some evidence of leading by example. Goleman et al. (2002) describe leading by example as a characteristic of pacesetter leadership. If Mr. Cooke is setting a pace on the morning the horse theft is discovered, it is a far more relaxed than energized pace. Although a second, next morning hunt for the horses does include Mr. Cooke, and only half of the stolen horses are found and collected, Mr. Cooke spends the remainder of the day resting in his house while the whole crew whiles away the afternoon around the bunkhouse. Forty-eight hours after the theft of his horses, and still missing one-quarter of the original remuda, Mr. Cooke interrupts ranch operations to take the women of the house on a leisure ride. He effectively unhorses some of his work crew, men who could be riding in search of his horses or additional cattle, by doing this.

Mr. Cooke attempts a coercive style when he talks to the bunkhouse cook about food and kitchen hygiene and then puts him on notice. The warning does nothing to inspire immediate compliance, however. The researcher notes that Mr. Cooke still does not terminate the cook when he fails to prepare an evening meal for the riding crew and then berates, in front of Mr. Cooke, a hand who takes action to feed the tired and hungry men. Mr. Cooke actually terminates the cook after hearing his accusations about Mrs. Cooke being responsible for withholding food provisions since she is the person truly controlling everything on the ranch, including Mr. Cooke.

Remarkably, Mr. Cooke eventually is participative in style. During his negotiation with the horse traders he asks his ranch hands what they think is the proper

horse to purchase. He unfortunately fails to exercise common sense or sagacity and allows the hands to convince him to buy an untrained stallion instead of picking one of the two seasoned cowponies that are also available. Later Mr. Cooke informs the viewer that he intends to consult the foreman about the criticality of filling behind the hand-turned- volunteer cook. As he forecasts asking for the foreman's recommendation on this matter, Mr. Cooke also revealingly calls dealing with the ranch's ongoing personnel issues "a hard thing."

Mrs. Cooke as Owner-Founder's Spouse

Once he realizes it, Mr. Cooke is open about his mistake in calculating the numbers of maverick cattle the ranch needs to claim and sell. Although Mrs. Cooke knows the revised numbers are more than double those the ranch hands have been laboring under, she apparently does not question the appropriateness of grounding the cow hunters in order for the family to take a leisurely horseback ride. There is no indication she has any qualms about usurping the men's work saddles in lieu of trying out the sidesaddles customarily ridden by pioneer equestriennes.

Mrs. Cooke overhears the performance-related conversation between Mr. Cooke and the recalcitrant cook. She is incensed by the cook's denial of any accountability regarding the foodborne illness plaguing the bunkhouse crew. She admonishes Mr. Cooke to remember his rule concerning truthfulness and the consequences of lying.

The women on Cooke Ranch are frustrated by the traditionally male-dominated culture of ranch life. Mrs. Cooke informs the viewer that she has personal goals about which she believes all of the men on the ranch are oblivious. The researcher notes this as

a significant revelation. Poza (2007) is explicit in saying “Owner values influence family priorities, *and vice versa* [italics added]. . . . It is the responsibility of the family to tell management what the family’s priorities are” (p. 78). Mrs. Cooke implies that none of the men on Cooke Ranch, including Mr. Cooke, are aware of her goals. This raises a question in the mind of the investigator: Are Mrs. Cooke’s personal goals in alignment with and supportive of Cooke Ranch’s immediate mission? Much more deliberate than Lencioni (2000) about using the word mission in a discussion of organizational alignment, Vanourek (2004) asserts “Mission . . . is a very clear and specific statement of an end result that is desired by some date. As a matter of fact the mission is the most important, or overarching, goal the business wants to accomplish” (p. 4).

The youngest Cooke daughter realizes the ranch hands consider the family’s pleasure ride to be self-serving at the expense of pressing work. She informs the viewer “Being out here is a chance in a lifetime. In 1867 a ranch owner would have taken his family out and shown them the land because, eventually, one of his sons or daughters would have inherited the ranch.” So true, of a ranch led and managed as a family-owned business. Poza (2007) emphasizes:

Family firms are unique in the extent to which succession planning assumes a key and very strategic role in the life of the going concern. Because competitive success, family harmony, and ownership rents are all at stake at the same time in the one firm, carefully orchestrating the multiyear process represented by succession across generations of owner-managers is a priority. (p. 5)

However, the researcher wonders if this Cooke daughter is equally aware of the fact that unless Cooke Ranch successfully rises to meet the *Texas Ranch House* (Barreto, 2006) challenge, which concludes in a mere six weeks, there will be no possibility for the firm to enjoy the succession about which she romanticizes. Neither Mrs. Cooke's statements about personal goals nor her daughter's rationalized reference to succession necessarily indicate views that include a focus on, and preeminent commitment to, supporting leadership that tends to business first in order to keep the family in business.

Mr. Cooke consolidates all of the food supplies at his house and the bunkhouse crew is being provided morning and evening meals there. The hands are eating these meals with the owner and his family. The ranch hands feel like guests at the family's meals and, therefore, feel compelled to behave as such. As a result the mealtime conversations are strained. Mrs. Cooke, however, interprets this mealtime climate as an indicator of disrespect on the part of the ranch hands.

Episode 4: *The Great Divide*

Mr. Cooke as Owner-Founder

After a month in operation Cooke Ranch is minus two of the riders in the original bunkhouse crew. Mr. Cooke realizes the ranch hands are now galvanized as a unit and working any new hand into the team can present a challenge. Moreover, substantial strife exists between Mr. Cooke and the crew. Mr. Cooke contends he and his household actively promote a concept of community on the ranch and bemoans what he views as a tendency for the bunkhouse to operate independently. The bunkhouse crew resents what is perceived to be Mr. Cooke's growing acquiescence to an intensifying desire by Mrs.

Cooke to manage the ranch. Because the ranch hands believe Mr. Cooke should put an end to Mrs. Cooke's "meddling" and is not doing so, Mr. Cooke is losing respect among them. Poza (2007) maintains:

Because of the complexity implicit in a system that is composed of three subsystems, each potentially with different goals and operating principles, family businesses are vulnerable to suffering the consequences of blurred boundaries among the family, ownership, and management subsystems. (p. 10)

Notably, the foreman thinks Cooke Ranch is on the threshold of a tipping point and, to tip positively for the business, Mr. Cooke needs to separate business issues from family issues and permit him to wholly supervise the crew in meeting its responsibility to the business – gathering and claiming sufficient saleable cattle to financially sustain the ranch. It is equally remarkable that Mr. Cooke defines the reason for the crew's existence the same way: ". . . . For a simple function – finding cattle." Also addressing the inherent complexity in the multi-system makeup of a family business, Hess (2006) observes family dynamics - family ways of communicating and making decisions – can interfere with business decisions. As previously illuminated, Mrs. Cooke says she has goals about which none of the men on the ranch are aware. Just what her goals are is not yet clear. Aronoff & Baskin (2005) emphasize that the leader of the business aspect of the family firm needs to focus primarily on vision and on strategy that will attain and fulfill the vision. The vision and strategy for Cooke Ranch was declared early on by Mr. Cooke. In light of those pronouncements, Mr. Cooke's purpose for the crew is being supported by the foreman's desire to supervise the ranch hands in fulfilling their

mission. The crew is doing what Mr. Cooke wants from it but he wants more of it. The researcher notes that while Mr. Cooke is anxious to have the ranch hands claim more and more cattle there is no indication that he is personally trying to identify buyers for any of them.

Mr. Cooke knows about the crew's festering resentment toward Mrs. Cooke and himself. He is concerned enough to think the crew may mutiny at some point. With this in mind, Mr. Cooke privately decides that he and Mrs. Cooke will partner in making decisions but he will function as the sole voice in communicating their decisions to the bunkhouse men. The researcher recalls that Hess (2006) says "Although I have *heard* [italics original] of it working in a few cases, I have never personally *seen* [italics original] co-anything work. By that, I mean co-CEO's or co-chairman positions" (p. 142). The researcher wonders if Mr. Cooke might do well to ask himself another one of the questions Hess (2006) suggests many family business leaders fail to ask when they do not think ahead (See Table 2): "Am I creating opportunities for family conflict" (p. 47)? One of the Cooke's daughters confides an assessment which speaks directly to the researcher's conjecture when she says:

I kind of expected to bond more as a family and become like a unit; like a team, or something corny like that, but it's hard 'cause out here it's very concentrated tension. And it's like every day something happens and we just have to talk about it for an hour.

The ranch hands might heartily agree with Hess regarding co-CEO's when Mr. Cooke confiscates their whiskey. Since up to now the hands have enjoyed their own

supply of liquor with Mr. Cooke's permission, they suspect Mrs. Cooke is behind this abrupt change in policy. Mr. Cooke might also second Hess's notion about the difficulty in having co-CEO's when Mrs. Cooke angrily confronts him about giving whiskey to the hands again without consulting her. Mr. Cooke confides a telling acknowledgment of the tiring strain he is under by revealing that he did not anticipate the many challenges in the "people part" of owning and running Cooke Ranch. He is only at the midpoint of the *Texas Ranch House* (Barreto, 2006) challenge but Mr. Cooke says "It seems like it's been an eternity."

Table 2: Hess's Questions Recommended to Forward-thinking Family Business Leaders

Questions
Am I creating opportunities for family conflict?
Am I increasing or decreasing the probability the business will be successful long-term?
Am I sending the wrong message to my non-family employees?

Cooke Ranch now lacks feed for the corralled saddle horses and is running out of food for the people on the ranch. Mr. Cooke is not actively going after any of these items. In an attempt to alleviate the shortage of nutrition for his horses, Mr. Cooke overrules the foreman and ranch hands in directing them to turn some of the horses out to graze. These horses are not hobbled, staked, or supervised and they scatter out from headquarters. Consequently, the crew spends most of a work day locating, collecting,

and re-penning much of the remuda instead of finding and claiming badly needed cattle. Aronoff & Baskin (2005) emphasize that successful leadership in a family business requires good judgment. Earlier, Mr. Cooke irrationally heeded the wishes of the hands and purchased a stallion that could prove to be more of a liability than asset. Here he ignores the hands and sets in motion the wheels of an operational interruption. Mr. Cooke does not add to his credibility with the relatively inexperienced crew of ranch riders when the household's girl of all work talks him into letting her help gather the scattered cavvy by riding a horse bareback and controlling it with only a halter.

The researcher also notes in this incident a reason to again consider the credibility, perhaps the integrity, of Mr. Cooke's ranch hands; the foreman, in particular. The foreman is a local man and possesses a reputation for being an experienced hand with rangeland cattle and the horses used in working them. It stretches the researcher's imagination to think the foreman is unfamiliar with the practice of loosely restraining horses while grazing, and even how to make serviceable hobbles from the staples commonly found on a working ranch. As a reasonable resort the foreman, as Mr. Cooke lacks knowledge in the matter, can be expected to mount a rider or two to watch and guard the cavvy of horses.

Mr. Cooke has never left the ranch in search of buyers for his cattle. One buyer materializes when cavalrymen visit ranch headquarters. The soldiers say the US Army wants to buy at least 100 beeves. They also say the cattle must be trailed 50 miles and arrive at Fort Santiago within a specified timeframe. Mr. Cooke realizes he has less than five weeks to consummate this deal and that he presently owns a total of 85 head of

cattle. The herd comprises a mixture of assorted animal types. In a revised calculation Mr. Cooke determines Cooke Ranch needs to claim 200 head of cattle. It is unclear how the 100 beeves sought by the Army correlates or reconciles with the 200 head of cattle Mr. Cooke desires. Neither he nor his ranch hands speak in terms of targeting specific genders, ages, or weights of cattle as they hunt them.

Mr. Cooke confides he is under constant pressure to let the girl of all work do ranch hand work. He knows the bunkhouse crew opposes this. He fears the whole crew might quit if he forces the issue. Mr. Cooke does not give the girl of all work a definitive answer but indicates he will take the place of the departed ranch hand by riding with the crew himself.

Mrs. Cooke as the Owner-Founder's Spouse

Mrs. Cooke considers the crew's demeanor and overall behavior as that of rebellion and believes the free access to whisky is the major contributing factor. She knows the crew suspects her of making Mr. Cooke confiscate the whisky in the bunkhouse and the ranch hands view Mr. Cooke as her puppet. Mrs. Cooke contends the hands are misinterpreting the relationship she has with Mr. Cooke because the hands' youth and bachelorhood badly limit any clear understanding of reality as it applies to marriage.

When the whisky is reissued to the ranch hands and they respond by stopping their work for the day without bringing in the milk goats, Mrs. Cooke's anger is overt and dictatorial. She exclaims to Mr. Cooke "These girls are not going down there to milk

again!” Still infuriated, she later tells one of her daughters “I’m very preoccupied with protecting the women on this ranch.”

Cooke Ranch is presently way short in the number of cattle it needs to fill the Army’s order, much less survive as a going business concern. The conclusion of the *Texas Ranch House* (Barreto, 2006) challenge and, therefore, evaluation of Cooke Ranch’s viability, is barely over a month away. There is no indication replacement ranch hands are available, especially in necessary numbers. However, Mrs. Cooke is advocating that Mr. Cooke should “call their hand” in response to what she perceives as a constant underlying threat of mutiny by the bunkhouse crew. The researcher notes Mrs. Cooke is accompanied by the household’s girl of all work when she confides this opinion to the viewer.

Emotional intelligence includes a capacity for recognizing one’s own feelings and those of others, and the ability to manage one’s emotions and relationships with others (Goleman, 1998). Emotional intelligence contributes an improvement in the ability to know one’s feelings and then to use them appropriately in making decisions. Empathy for the emotions of others is a significant component of emotional intelligence. Accordingly, emotional intelligence enhances the ability to handle feelings with skill and harmony during conflict. Therefore, teamwork is a by-product of active emotional intelligence. The researcher questions if Mrs. Cooke possesses the emotional intelligence one hopes to observe in a principal within the family unit of a family-owned business, more especially in a firm that is greatly dependent upon the presence, skills, and commitment of non-family employees. Poza (2007) consistently incorporates emotional

competence inventories much like those advocated by Boyatzis, Goleman, and Rhee (2000) and Goleman (2001) in executive development programs that target individuals in business families.

Episode 5: *Showdown at the Cooke Corral*

Mr. Cooke as Owner-Founder

The Cooke Ranch trail drive must get underway three weeks from now in order to comply with the Army's timeline for purchasing the beeves it needs. The ranch currently owns 117 head of the 200 head of cattle Mr. Cooke calculates his crew of ranch hands must find and claim in order to make his ranch a sustainable business. This current tally on the herd indicates the crew has gathered no more than 32 head of cattle during the previous couple of weeks. Mr. Cooke summons the ranch hands to his house for a meeting. Mr. Cooke is sitting at one of the outside tables when the hands arrive. Mrs. Cooke is also present and is seated on a nearby bench.

The researcher notes there is no indication that Mr. Cooke has previously and specifically communicated directly to the foreman his heightened concern regarding the bunkhouse crew's productivity. Furthermore, he does not explain his dissatisfaction to the crew using real cattle numbers and/or the dwindling number of days that remain for cow hunting. According to Gardner (1990, p. 17) "Explaining sounds too pedestrian to be on a list of leadership tasks, but every leader recognizes it. People want to know what the problem is, why they are being asked to do certain things. . ." Mr. Cooke begins his meeting with immediate criticism of the crew's work ethic. He informs the ranch hands that every one of them is replaceable and, therefore, he does not care if they all quit. The

researcher, however, has not observed any event or conversation, including the program's ongoing narration, which indicates replacement hands are readily available and waiting somewhere in the wings, so to speak. Mr. Cooke is now expressing a sentiment that markedly differs from the worry about mutiny he confided earlier. He is taking a risk by stating an outright lack of fidelity to original employees who volunteered to take part in establishing his business. The researcher wonders if Mr. Cooke's risk-taking is commendably courageous or lacking in temperance. In distinguishing leaders from managers Gardner (1990, p. 4) suggests leaders certainly need courage but he also emphasizes "They think longer term – beyond the day's crises. . . In thinking about the unit they are heading, they grasp its relationship to larger realities – the larger organization of which they are a part, conditions external to the organization. . ."

Mr. Cooke tells the ranch hands they all work for him, then adds that any request from either him or his wife is to be met with immediate compliance. Emphasizing these points, he says "You're not cowboys, you're hired ranch hands. Hired ranch hands do whatever the owner tells them to do." The researcher recalls Mr. Cooke's earlier summation of the ranch hands' collective function and reason for existence as explicitly demanding the hands to be cowboys. One of the hands interrupts Mr. Cooke during his address and Mr. Cooke snaps "Shut up! I'm not talking to you! You work for me!"

Gardner (1990) maintains:

One generalization that is supported both by research and experience is that effective two-way communication is essential to proper functioning of the leader-

follower relationship. . . . There must be not only easy communication from leaders to constituents but also ample return communication, including dissent. . . . Wise leaders are continuously finding ways to say to their constituents, ‘I hear you.’ (pp. 26-27)

This high valuation of two-way communication cannot be more forcefully supported than Drucker (2004) does in saying “This one’s so important that I’ll elevate it to the level of a rule: *Listen first, speak last* [italics original]” (p. 63).

Mr. Cooke is exercising the power that ownership affords him. Like leaders in other contexts, a leader in a family business can equate wielding power with genuine leadership. Aronoff and Baskin (2005) stress what leadership is not:

It does not mean talking TO [capitalization original] people or insisting on respect. It also does not mean simply issuing commands. . . .

Leadership is fundamentally about the ability to influence others. Real leaders have influence even if they don’t have legitimate power or position authority. But to be an effective leader you must also be open to being influenced. People whom you want to influence are most likely to be open to your leadership if they feel they can also influence you. We all know that we trust the leadership of those we feel are most knowledgeable about our own needs – in other words, those who have been open to our influence. (pp. 23-24)

Mr. Cooke also tells the ranch hands “I’m looking for a major turnaround, guys!” The turnaround he is seeking actually conveys to the ranch hands as start riding earlier and ride longer during the day. Interestingly, Mr. Cooke’s attempt to motivate the crew does

not include articulate goals that might encourage the ranch hands to rise above what he considers to be their self-serving preoccupations and unite them toward higher ends.

Gardner (1990) states:

In any functioning society everything – leadership and everything else – takes place within a set of shared beliefs concerning the standards of acceptable behavior that must govern individual members. One of the tasks of leadership – at all levels – is to revitalize those shared beliefs and values, and to draw on them as sources of motivation for the exertions required of the group. (p. 191)

Furthermore, Follett (1933/2010) argues:

We usually have the situation we make – no one sentence is more pregnant with meaning for business success. . . . Leader and followers are both following the invisible leader – the common purpose. The best leaders put this common purpose clearly before their group. (pp. 93-94)

Mr. Cooke, however, is making no effort here to either ascertain the needs and goals of the men who voluntarily signed on to assist him in creating a sustainable Cooke Ranch or articulate a common purpose around which owner and employees can rally with shared conviction.

The owner's unrelenting authoritarian style in reproaching the bunkhouse crew reveals more than the likelihood that he does not view leadership as an exercise in collaboration. His behavior also exposes significant cultural insensitivity, if not incompetence. Calling out the foreman because he cannot see the man's eyes for the brim of his hat and then making a ranch hand move from between them might be

perceived as unveiling by Mr. Cooke. To the Hispanic American foreman, however, these actions constitute a meaningful personal affront. Mr. Cooke negatively interprets the foreman's behavior and posture, apparently because he does not understand the underlying value system of Hispanic culture.

Wintz and Cooper (2003) offer insights regarding three pertinent elements of Hispanic American culture: (1) decision-making/spokesperson, (2) nonverbal deportment, and (3) family structure. Regarding the three elements respectively, these writers observe that the oldest male in a family traditionally holds ultimate authority and is usually the spokesperson; handshaking is considered polite and generally welcomed, demeanor is strongly influenced by respect, and direct eye contact may be avoided; immediate and extended family are all important. The foreman is both the oldest and ranking member of the bunkhouse crew, even specifically referenced by Mr. Cooke as the ranch hands' "boss." However, there is no indication Mr. Cooke conveyed his dissatisfaction with the crew's productivity to the foreman prior to this confrontation with all of the hands. Additionally, the foreman is culturally predisposed to indirectly find meaning around words in context but Mr. Cooke is direct and fully relies on the content of his words to express meaning and motivation. Finally, while Mr. Cooke earlier said he and his family advocate community on the ranch, the foreman is actually engendering real harmony inside the bunkhouse. Mr. Cooke once voiced an observation that the ranch hands are a band of brothers. The owner's insensible approach to motivating his employees not only offends the foreman on an individual basis, it causes the foreman to hurt for the men whom in his mind are extended family.

The foreman substantially exhibits his cultural background, a combination of harmony-seeking Hispanic American and vaquero, when he tells Mr. Cooke what he and the rest of the crew have been doing and mentions the wear and tear on the saddle horses as he does so. He strongly emphasizes that he knows how to do his job but says he will do it the way Mr. Cooke wants it done. This prompts others in the crew to voice respect for the foreman's credibility and question Mr. Cooke's.

A new ranch hand materializes on the ranch. Reluctant to let this new hand immediately go on a cow hunt with the crew he has just scolded, Mr. Cooke has him remain at headquarters. He invites the new ranch hand to join him in eating breakfast. The researcher is surprised when the ranch owner quickly begins to tell the newly-arrived hand how disappointed he is with the crew and that he just finished dressing down all of his riders. Mr. Cooke then expresses empathy for the as yet uninitiated hand by saying he realizes the new man is in an awkward position since the crew is bound to be angry. Mr. Cooke closes their conversation saying "We're the most approachable people you'll ever find. You might hear the rumor that we withhold food; couldn't be farther from the truth." The statement about food is noteworthy for two reasons. First, it does not seem to cohere with Mr. Cooke's reassuring declaration about being a supremely approachable owner. Second, it begs the observer to recall the dismissed cook's last rant that included an outright accusation about the Cookes being stingy with ranch's provisions. Since the critical cook was fired and replaced some time ago it is curious that a truly unfounded accusation is on Mr. Cooke's mind at this moment. The researcher wonders if Mr. Cooke is displaying a Machiavellian divide-and-rule principle

of control here. Ketola (2006) would contend he indeed is by trying to restrict the new hand's communication with the crew and turn the employees against each other by disparaging the original ranch hands behind their backs. Furthermore, Ketola emphasizes:

It is essential for corporate social responsibility that staff can trust its leaders.

Trust in leaders depends on the relationship between the leader's values, words and actions. If they are in line, employees can trust the leader. If they are not, distrust prevails. (p. 6)

At present, this observer can only speculate on the new ranch hand's immediate impression of Mr. Cooke's trustworthiness. The primacy of trust is repeatedly underscored by authors who write on effective leadership in family-owned businesses (Aronoff & Baskin, 2005; Hess, 2006; Poza, 2007). Addressing the many paradoxes in leadership, Aronoff and Baskin (2005) assert:

Trust is the key factor in making all these paradoxical forces work to move an organization in the desired direction, particularly in a family business. Effective leaders give trust to those they lead and seek to earn trust in return by being trustworthy. They demonstrate respect for their followers. (p. 27)

The ranch hands are off to an early start on the morning following the dressing down by Mr. Cooke. Mr. Cooke is riding with the crew. As the pasture work begins in earnest Mr. Cooke wanders off, aimlessly as far as the hands can tell. One of the hands rides after and retrieves him. After lunch and the midday change in horses the crew is hunting cattle again, but without Mr. Cooke, as he remains at home. It is noteworthy that

Mr. Cooke, again, starts a day of work with his crew and retreats to the house before the day is over. The researcher wonders if Mr. Cooke possesses the personal energy generally observed in a successful entrepreneur. In Anita Roddick's celebrated interview with Lewis (1997) she muses about a certain zest associated with entrepreneurs and says "We have incredible enthusiasm, and I think part of the success of any entrepreneur is energy. If one has energy one can create a wonderful enthusiasm" (Part I). Mr. Cooke appears more languid than zesty.

Mr. Cooke believes the crew is working harder as a result of his authoritative address and is concluding that a forceful approach is effective in managing the ranch hands. However, he does not know one of the ranch hands says "There are no other 1867 ranches we can go work at, but if there had been, I believe some of these men might have left a long time ago. And if we hadn't gotten up and left that table, I don't think [Mr. Cooke] would make [his] mortgage payment." The same ranch hand amusedly describes his view of the current proceedings on the ranch as reflecting a "middle manager's gambit" in which good people do their jobs well in spite of their manager who believes he/she is personally responsible for generating acceptable performance. It is unclear whether Mr. Cooke realizes that all of the ranch hands suspect Mrs. Cooke is responsible for his approach and message in dressing down the crew.

Accompanied by Mrs. Cooke, Mr. Cooke tells the girl of all work, essentially the household's maid, he wants her to take part in the roundup and then work as a wrangler on the trail drive. He confides to the viewer that he is making this personnel change for the benefit of Cooke Ranch and, therefore, there should be no argument from the

foreman or ranch hands. Thus, Mr. Cooke has had no discussion about this decision with the foreman, much less the hands under his supervision.

Mr. Cooke meets with the foreman with the intention of disclosing his plans for redeploying the girl of all work. The foreman takes the early initiative in the conversation and tells Mr. Cooke his idea for an overnight cow hunt. Mr. Cooke is both surprised and enamored with the proposal and eventually says the angry dressing down was not directed toward the foreman. The foreman is very direct in replying that he did not appreciate the way he was made to feel and look in the referenced meeting. Mr. Cooke then concludes the conversation without mentioning the plans for the girl of all work. Afterwards, and for some time, Mr. Cooke remains reluctant to make his announcement. According to Hess (2006), this kind of avoidance behavior to delay or hope a family business issue will simply go away is a common mistake among family business leaders. Even though the girl of all work is suddenly nowhere to be found on the ranch because she is off getting trained to be a ranch hand, and the foreman and crew realize she has vanished but have no idea why, Mr. Cooke puts off talking with the foreman about her until the actual day she is to return.

Now that the girl of all work's return to the ranch is eminent Mr. Cooke begins a conversation with the foreman by saying “. . . Nothing bad. I'm not trying to surprise you.” They are sitting with Mrs. Cooke at a table at the owner's house when Mr. Cooke finally says he wants the girl of all work to participate in the upcoming cattle drive as a replacement for the current wrangler and assistant to the camp cook. The foreman replies, with some passive aggression, perhaps, “It's like introducing a new breed of

cattle. I mean I can tell you what I'd do, what I recommend, but then it is your decision.”

Mr. Cooke does not ask the foreman what he recommends.

The foreman gathers the bunkhouse crew in order for Mr. Cooke to further disclose his plans regarding the girl of all work. The crew is anything but silent upon hearing Mr. Cooke's pronouncement. Notably, one of the hands wants to know if Mr. Cooke first asked the foreman if another ranch hand is needed. This same hand presses on and tries to get Mr. Cooke's assurance about this being his own decision. Mr. Cooke responds in the affirmative but then defers to Mrs. Cooke and she is the one who states the justification for the change involving the girl of all work. A part of Mrs. Cooke's justification for making the girl of all work a riding ranch hand instead of the camp cook on the trail drive is stating the temporary bunkhouse cook - originally one of the ranch's riders - is more qualified than the girl of all work to continue on as a cook during the drive. After the bunkhouse crew disburses Mr. Cooke tells Mrs. Cooke the ranch hand volunteered to act as bunkhouse cook with the request that he not have to cook on the cattle drive.

One of the hands approaches Mr. Cooke about swapping a portion of his wages for one of the ranch's horses. Mr. Cooke talks with Mrs. Cooke before consenting to this deal. Both he and Mrs. Cooke meet with the bunkhouse man and with a shake of hands assure him the horse and bill of sale will be conveyed when Mr. Cooke settles with him and the rest of the crew.

Mrs. Cooke as Owner-Founder's Spouse

Mrs. Cooke is present when Mr. Cooke dresses down the crew. After the meeting progresses beyond Mr. Cooke's rant, becomes more of a conversation, and the ranch hands begin to speak up and imply Mr. Cooke lacks sufficient experience and insight to impugn the crew's output, Mrs. Cooke enters the exchange. She injects "So you think [the foreman] should be in charge of the ranch? To which one of the hands replies "No. He'd probably rather be out doing the work instead of just being around here. . . . I mean y'all don't have the experience out here. He's the one." Mrs. Cooke then responds "But you know running a ranch has a business side of it. . . . Everybody has to respect everybody else's knowledge and you really need to determine, I think, who is running the ranch. . . . You guys feel you're operating a ranch all on your own and we're saying that's not it." Then a ranch hand quietly offers "I believe that's your impression, ma'am" and Mr. Cooke sits silently.

Mr. Cooke remains quiet at the table and Mrs. Cooke continues to address the crew. She tells the hands "it" matters more to her and Mr. Cooke than to them and all they care about is cowboying. Poza (2007) observes a lack of involvement in management can increase a sense of ongoing risk in the mind of a member of a business-owning family. Likewise, Hess (2006) observes female spouses of family business owners want their husbands to be treated with respect. As the researcher previously noted, the notion of respect figures prominently in Mr. Cooke's rules about appropriate interpersonal behavior, especially in the ranch hands' interactions with him and his family. When the meeting ends with the foreman asking permission to get to work

hunting cattle, Mrs. Cooke is pleased with Mr. Cooke for taking his authoritative stand with the crew. She describes Mr. Cooke as “A terrific, likeable, honest guy. What you see is what you get.”

However, Mrs. Cooke is not so pleased with Mr. Cooke when she overhears his later, one-on-one conversation with the foreman. She immediately informs Mr. Cooke she is shocked by his telling the foreman the dressing down was not directed at him. Like respect, truthfulness is another standard of behavior Mr. Cooke espouses in his rules. According to Poza (2007) a shared family history often engenders a responsibility for being the moral compass in the family business organization. Mrs. Cooke’s admonishment of Mr. Cooke might exemplify Poza’s contention that “Stewardship of the values and the legacy is clearly an ownership responsibility” (p. 78). Mrs. Cooke’s anger goes beyond Mr. Cooke’s lack of truthfulness with the foreman, however. She goes on to say “It makes me mad at myself that I let him manipulate that. . . . It floors me . . . that I go sit in a corner so as not to upset a chauvinist. . . . It betrays everything that I am and everything that you love about me. I’m never going to do that again.” Financial needs are not the only needs that incite family business issues. Family members’ psychological needs cause them as well. Hess (2006) states “The human need for recognition, love, respect, to feel important, and to be valued all play a role. . .” (p. 2).

Mrs. Cooke asserts she does not need a maid. Long before he actually does so, Mrs. Cooke is encouraging Mr. Cooke to tell the bunkhouse crew about the plans for redeploying the girl of all work. Interestingly, Mrs. Cooke confides to the viewer that she is looking forward to having only Cooke women in the house. This prompts the

researcher to recall Mrs. Cooke's earlier confession about having goals of her own, goals which she has not shared with any of the men on the ranch. Once Mr. Cooke finally makes the announcement about the girl of all work and then privately tells Mrs. Cooke about the proviso attached to the current cook's volunteerism she replies "Well, Mr. Cooke, that's another pot of beans for you to stir because you've already had a conversation with [the girl of all work] as well." The researcher is compelled to wonder whether the pot stirrer is Mrs. Cooke rather than Mr. Cooke. This consideration then prompts the researcher to question the reliability of Mrs. Cooke's own moral compass.

The ranch hands remember the conditions under which their compadre volunteered to temporarily cook for them at the bunkhouse. Therefore, when Mrs. Cooke makes a point of saying the girl of all work lacks cooking skills, they doubt the trustworthiness of both Mr. and Mrs. Cooke's for a variety of reasons. One ranch hand says to another "One more promise broken!" The Cookes are ignoring the foremost criterion for establishing trust in a business relationship which, according to Aronoff and Baskin (2005), is a reputation for ethics. Aronoff and Baskin insist "In a family business, values are the bond of trust that holds the family and the business together and they must be modeled by leaders" (p. 11).

As does Mr. Cooke, Mrs. Cooke refers to the decision regarding the girl of all work's redirected activity as a business decision. She says the source of the crew's displeasure with this decision is simply a gender issue. She does not hear one of the hands opine that the bunkhouse crew is at odds with the ranch owner over a distinct

person and personality, not a gender and, therefore, “If it had been a butler and not a maid we would still be having this same conversation.”

Episode 6: *Lords of the Plains*

Mr. Cooke as Owner-Founder

The girl of all work returns from ranch hand training and finds her previous responsibilities already divided among the Cooke daughters. As before, and still under the direct supervision of Mr. and Mrs. Cooke, she continues to reside in the owner’s house but has no real tasks to perform there. Mr. Cooke is not talking with the foreman about bringing the girl of all work under his supervision like the rest of the ranch hands and is forbidding the girl of all work to talk to the foreman about morphing into a role as part of the crew.

Mr. Cooke agrees to a man-to-man conversation with the bunkhouse cook, compelling Mrs. Cooke to leave so they can talk. During this conversation Mr. Cooke praises the volunteer cook for his service to the crew and loyalty to the ranch. He goes on to say he is “absolutely sympathetic” to the cook’s desire to experience the upcoming cattle drive as a drover and not as the camp cook but Mr. Cooke is noncommittal.

This scenario suggests to the researcher that Mr. Cooke is in a state of internal conflict. He verbally affirmed Mrs. Cooke in her very recent determination to never again be relegated to a place of secondary consideration in ranch affairs. However, in her personal presence he agrees to exclude her from a discussion of a matter in which she is clearly a driving force: keeping the ranch hand in place as the crew’s cook throughout the pending cattle drive. Given the habits and interpersonal dynamics they have

demonstrated, it is hard to imagine Mr. Cooke is simply ignoring Mrs. Cooke in this instance. If he truly is not intending to do that very thing, his action manifests a deficiency in both self-awareness and relational acumen. On the other hand, he is not shying away from the aggrieved employee and listens to his plea. Mr. Cooke tells the bunkhouse cook he is sympathetic to his point of view, but his sympathy is not translated into any action. The researcher wonders if empathy might have been a better word from Mr. Cooke. Goleman (1995) characterizes emotional intelligence as a skillset which, in part, includes social competence and empathy in interpersonal relationships. Mr. Cooke either lacks a full complement of emotional intelligence skills or, if he possesses them, there is disharmony in their application in this scenario.

After being required to leave his direct report, and friend, in the hostiles' camp, the foreman returns to ranch headquarters and reports his encounter with the Comanches. Mr. Cooke frames the situation as "Apparently some Indians are interested in trading horses for some of our cows. Don't know much else but we don't deal with terrorists here." He then assembles everyone for collective discussion and, after he is convinced the Comanches are not going to make an all-out raid on the ranch and try to up the ante by capturing the women, Mr. Cooke startlingly deciphers the uninvited visitors and their actions as "friendly."

Upon hearing the Comanches want 40 head of cattle for four horses and the hostage ranch hand Mr. Cooke says "It sounds like a pretty steep trade they want. But the pressing matter is that we have enough horses to get us through the cattle drive. And if these are top quality horses that might be a worthwhile trade. . . . We've got enough

cattle claimed now that I'm comfortable." Mr. Cooke's rapid fire interpretations of the Comanches as being friendly, an unexpected and forced trade as potentially worthwhile, and the cattle inventory situation as comfortable cause the researcher to view the owner as more enigmatic than merely mysterious.

In their descriptions of the best of leaders, Aronoff and Baskin (2005) explain:

They derive their power from their ability to define the issues or define the moment and to do so consistent with the values and perceptions of the group they are leading. Having defined the moment, they provide a model of exemplary behavior – they do what's right as perceived by the group that they are attempting to lead. (p. 24)

It does not appear to register on Mr. Cooke that his employee is actually being held as a hostage. He is not expressing any concern for the hand's well-being, much less any intention of reclaiming him through whatever actions are necessary. Additionally, the Cooke Ranch herd presently comprises only 184 head of assorted cattle. The current tally is plainly short of his personally proclaimed imperative of 200 head. Furthermore, Mr. Cooke is aware that some of the horses stolen from him are among the horses in the Comanche camp.

All things considered, the researcher thinks Mr. Cooke has a dilemma, whether or not he views it as such, and cannot help but remember how other late 19th century television characters responded in a similar situation. In *Lonesome Dove*, another television miniseries, de Passe, Wittliff, and Halmi (1989) place Hat Creek Cattle Co. in a situation bearing similarities to the one confronting Cooke Ranch. Co-Owner/Co-

Founder Woodrow Call is caught off-guard by horse thieves. He is awake most of the night and has no suspicions about Indians, even as they are stealing the company's horses. When apprised of the theft of 12 horses Call submits "They must have been good with horses." One of the company's hands tells him "They came on foot." Call replies "That was bold, but they ain't on foot now." Ten minutes later he, along with only two additional men, is leaving in pursuit of the thieves and his horses. He takes the two other men just in case he has to take on an Indian camp. Co-Owner/Co-Founder Augustus McCrae asks "You sure this is worth it for 12 horses?" Call is matter of fact in responding "We can't start putting up with horse theft." In contrast, it is clear that, as the owner-founder of Cooke Ranch, Mr. Cooke is having no such territorial and justice-driven thoughts. He simply decides to remain at headquarters, keeping all of the ranch hands with him, through the conclusion of the trade negotiations the next day. Interestingly, both Mr. and Mrs. Cooke proceed to prepare for the appearance of the Comanches as if it is a social event. Describing effective leaders, Aronoff and Baskin (2005) are also clear in saying:

They recognize opportunity for leadership. Oftentimes, opportunities arrive in the guise of crises, but effective leaders rise up to meet challenging circumstances. (p. 24)

They are willing to act. In their minds, if you're not acting, you're not leading. They know there's a time for deliberation, but they also know that there's a limit to deliberation and that action must follow. (p. 25)

However, these same authors recognize patience in effective leaders and are prudent in also stating:

When necessary, they have patience. As essential as action is, it's also essential to prepare the ground that will lead to successful action. Preparation may mean helping people come around to accepting what needs to be done or waiting for the time to be right for taking the action that's necessary. (p. 26)

Therefore, the researcher wonders if Mr. Cooke is patient and, perhaps, wise and/or crafty in this situation or if he is oblivious to any possibility of an alternate response. What action would he be directing if still defining the Comanches as “terrorists” instead of choosing to deem them “friendly?”

The lone Comanche initiates the trade talks. He tells Mr. Cooke how many cows he wants in exchange for one horse and then makes it clear that Mr. Cooke is trading for the privilege of ranching on Comanche homeland. The Comanche's introduction of this paradigm startles Mr. Cooke and he thinks he has “no leverage at all.” The Comanche and Mr. Cooke reach an agreement that is strictly about trading cows for four horses. Mr. Cooke does not address the capture of his ranch hand. Remarkably, it is the Comanche who first mentions the hostage and Mr. Cooke replies “He's not on the table for negotiation. . . . And we let him stay with you.” The Comanche knows better.

Apparently in some manner believing he is taking the high ground, so to speak, Mr. Cooke tells the Comanche he has an aversion to trading for people. The Comanche is astounded and interprets Mr. Cooke's position as demonstrating a profound disregard for life. In the end, after contending with some very oblique gibberish from Mr. Cooke,

the Comanche finesses him into giving up five additional cows for the privilege of having his employee rejoin the ranks on Cooke Ranch.

The researcher perceives Mr. Cooke's attempt to elucidate his professed aversion to trading for people as gibberish. At the very least, his attempt is a very inarticulate statement of personal values. The presentation of Mr. Cooke's values is not only inarticulate but, as translated by the Comanche, the value of note here is in itself offensive to him. One could simply frame this up as a clash between Anglo American and Native American cultures and belief systems if not for the fact that Mr. Cooke's ranch hands are listening and they do not understand or appreciate his value position any more than does the Comanche. If emotional intelligence has not already failed him, it is failing in Mr. Cooke here. Furthermore, his references and approaches while negotiating reveal Mr. Cooke to be lacking in multicultural competence when compared to the Comanche. The Comanche not only finesses his way through a profitable negotiation, he masterfully takes Mr. Cooke to school in this dimension. As the researcher observes Mr. Cooke's behavior in this particular scenario, he recognizes the insightfulness of Schein (1995) who asserts "The bottom line for leaders is that if they do not become conscious of the cultures in which they are embedded, those cultures will manage them" (p. 281).

Mr. Cooke accompanies the crew in delivering the trade cattle to the Comanche camp. Instead of four, he nets only three horses in the exchange. One of the four horses Mr. Cooke and the crew bring back to headquarters is the horse the ranch hand was riding when he was taken hostage. The researcher cannot refrain from wondering at this

point if Mr. Cooke regrets saying prior to the negotiation “We need to have it clear where the decisions are coming from.”

Mr. Cooke is surprised when the foreman says he wants to “give respect” to the Cooke daughters by taking them riding before actuating the girl of all work’s deployment as a ranch hand. For some unapparent reason, he puzzles over whether he and Mrs. Cooke should perhaps go riding with the foreman before their daughters do. While still pondering this Mr. Cooke agrees to the foreman’s request about having the girl of all work first talk with him before actually putting the girl to work as a ranch hand.

For having placed such emphasis on the concept of respect in formulating and stating his rules for proper conduct on Cooke Ranch, Mr. Cooke is surprisingly oblivious to the importance this same concept holds in the minds and hearts of many of those around, even close to him. The foreman seems to know that the Cooke’s middle daughter resents what she perceives as a special, unequally distributed opportunity for the girl of all work. He may even know that this daughter forthrightly confided her jealousy to the viewer. Mr. Cooke, however, seems unaware of this development in his own household. Furthermore, respect is a high priority in the foreman’s personal values, and he strongly links it to integrity. The foreman explains “The thing with me, it’s my word of mouth. It’s a word. If a man or a woman does not have a word I have no respect for ‘em.” If Mr. Cooke grasps this aspect in his foreman’s character, his growing tendency toward inconsistent and very tentative decisions reveal a significant insensitivity to it.

His strange befuddlement about just who should be the next to go riding with the foreman offers an additional reason to question Mr. Cooke's mindfulness. Aronoff and Baskin (2005) are explicit in saying "To be successful, ownership leaders must stay in tune with what shareholders are thinking, what they see as important, and what their needs are" (p. 7). Moreover, if Cooke Ranch is to enjoy the competitive advantage attributed to the consistent habit in family-owned businesses to live and breathe with a long-term horizon it must tend to the education, access to information, and engagement of its Cooke family shareholders (Hess, 2006; Poza, 2007). Poza is more specific about maintaining unity and business opportunities among family members in saying "This is not just a family dynamic issue, but an ownership issue" (p. 74). It appears the foreman wants to accomplish something to assuage the immediate climate on the ranch and potentially influence a healthier long-term as well. The researcher questions, then, if Mr. Cooke actually feels any obligation to provide leadership development experiences and opportunities for his daughters on a ranch that is authentically energized to endure across generations.

When he is admonished by Mrs. Cooke for agreeing to prompt the girl of all work to talk to the foreman before he puts her to work, Mr. Cooke returns to the foreman and tells him to immediately take the girl of all work along on a cow hunt. The foreman resists and then Mr. Cooke, instead of the girl of all work, rides out on the hunt with the crew. This provokes the girl of all work to challenge Mr. Cooke about delaying her insertion into the crew on the basis of his previously letting the new man work with the crew comparatively quickly.

Mrs. Cooke as Owner-Founder's Spouse

Like her husband, Mrs. Cooke appears to be unaware of her middle daughter's jealousy associated with the girl of all work. If she is conscious of it, there is no evidence that she is equally motivated to also launch the daughter into more adventurous endeavors on the ranch. It seems Mrs. Cooke's attention is directed at getting the girl of all work out of the house and mixing it up with the cowboys; when she is not focused on the esteem in which she is personally held in the Cooke Ranch community, that is.

Mrs. Cooke fumes over Mr. Cooke obliging the bunkhouse cook's request for the man-to-man talk. She angrily confronts her husband and says "You let a 19 year-old boy decide how we're going to run this business. You knew what to do. You just weren't willing to do it. . . . You men don't comprehend how much you hurt the women on this ranch. . . . There's room for me to be myself and not be put down by my husband or some 19 year-old boy!" She does not acknowledge knowing the proviso attached to the subject boy's willingness to volunteer and temporarily fill in as the bunkhouse cook in the first place.

Fascinatingly, the forthcoming appearance by the Comanches who stole the ranch's horses and captured one of its hands translates as an opportunity to entertain guests in Mrs. Cooke's mind. She marshals everyone at headquarters in preparing a fine noonday meal. She uses her best china in setting the table.

Despite her social excitement, however, Mrs. Cooke does not overlook an opportunity to exert control and authoritative structure. She dictates seating arrangements for everyone, being sure all the women of the house are also seated for

what she apparently assumes will be a festive get-together during which a negotiation occurs. Mrs. Cooke's seating arrangements do not meet with universal approval. The foreman and ranch hands are dismayed. Mrs. Cooke believes the strife is symptomatic of the ranch hands' misinterpretation of who really possesses authority on the ranch. She says "Who's in charge? And who makes the final decisions? [The foreman] is considered godlike. He's not working as the right arm of the ranch owner."

Episode 7: *Trail Blazing*

Mr. Cooke as Owner-Founder

Mr. Cooke relinquishes and the foreman assumes supervision of the girl of all work prior to the roundup and two weeks before the trail drive is to begin. The roundup starts a week before the trail herd is to depart. The girl of all work is riding with the bunkhouse crew of hands during the roundup.

The volunteer cook is still manning the bunkhouse kitchen. He begins the task of constructing and stocking a chuck wagon. While the researcher has not observed any additional conversation between the cook and Mr. Cooke on the matter, the cook's demeanor and activity are those of a person who is resigned to being the camp cook on the cattle drive. When the roundup is complete, and much to the girl's dismay, the foreman immediately assigns the girl of all work to assist the bunkhouse cook in readying the chuck wagon. Because she is so displeased and complains "I feel like I've been slighted" and "It's kind of humiliating to not be able to do your job," it appears that neither Mr. nor Mrs. Cooke fully shared their thoughts regarding her redeployment upon reaching their "business decision" concerning her.

The bunkhouse crew is excited about the fandango. Like his compadres, the bunkhouse cook intends to go to the party although he is not finished preparing the chuck wagon for the trail drive which starts early the next morning. He plans to make the most of the party and then complete his work with the wagon during the remainder of the night. There is no indication that Mr. Cooke is in the slightest way attentive to this situation; nor is the foreman, for that matter. As the night progresses it is clear that, in fact, the cook is out of sight and out of mind; tired, stressed, and fending for himself. Interestingly, the acting cook on Cooke Ranch is the youngest among the bunkhouse men. His daily job at headquarters is already long and trying. Once on the trail it will be considerably more so.

Writing for the Texas State Historical Association, Ramos (2011) says:

Legendary ranchman and trail driver Charles Goodnight invented the chuck wagon in 1866 for use by his crews. The chuck wagon, sometimes drawn by oxen, but usually by mules, carried not only food, utensils and a water barrel, but also tools and the crew's bed rolls. A fold-out counter, supported by one or two hinged legs, was used for food preparation. The wagon contained several drawers and shelves, with a "boot" or storage compartment underneath, all covered by a canvas top.

The trail boss was the ultimate authority on the trail, like the captain of a ship, and was paid \$100 to \$125 a month. Of the rest of the crew, the cook was the most important, earning about \$60 per month. . . . There were nine or 10 wranglers and drovers – sometimes called "thirty-dollar men" – per crew.

Therefore, the prototype of the chuck wagon the young, still very green cook is trying to assemble and sufficiently stock was invented within a year prior to the 1867 context in which the participants in this *Texas Ranch House* (Barreto, 2006) challenge are functioning. The young cook, still in his teens, is tasked with operationalizing a rolling kitchen/hospital/tool and luggage carrier that will serve as a sort of flagship and moving pit stop for the Cooke Ranch outfit while trailing the herd of cattle through the open range. If he is successful, that is if he is endearing while also enduring, the foreman and drovers depending on him might, like genuine drovers in West Texas lore, come to say they ride for the Cooke wagon instead of the ranch. Since many old hands on vast Texas ranches did come to reference in this fashion the outfit for which they worked, it is no surprise the chuck wagon was eventually named the State Vehicle of Texas.

This researcher is familiar with antique chuck wagons. The floor in the box on these historic wagons is 10 feet long, but only 38-40 inches wide. As emphasized above, the cook and chuck wagon will be moving with the cattle drive; strategically in advance thereof. The cook will need to quickly master the art of deftly loading, unloading, and reloading the wagon, besides rising to cook long before the cowboys get up and having their evening meal prepared in a new, distant camp by the time the crew catches up to him with the herd. Current observations suggest this cook will likely need all the help he can get from the girl of all work, and more attention to his needs from both Mr. Cooke and the foreman than he is presently receiving, in order to fare well on the looming multi-day trail drive. It is clear that the fandango contributes an unfortunate preemptive effect in terms of the crew achieving uniform readiness to start the cattle drive.

Mr. Cooke accompanies his wife as the guests are greeted upon arriving at the fandango. It is, however, Mrs. Cooke who welcomes the crowd to this Cooke Ranch party. The guests include people who trained everyone for their respective roles as participants in the *Texas Ranch House* (Barreto, 2006) challenge, local ranchers, plus some young women from a nearby town.

The Cooke's fandango warrants critique. First, the timing of it is questionable. Celebrating a successful roundup is understandable. However, celebrating a trail drive that is not yet under way but having just completed its prerequisite roundup is not as comprehensible. Having the latter celebration on the night before a novice crew is to start trailing a freshly collected herd of maverick cattle adds even more to the difference between these scenarios. The researcher wonders why Mr. Cooke is not more calculative than celebrative at this point in time. His foreman, cook and chuck wagon, wranglers, and drovers are not yet safe and sound at the trail's end, the herd has not yet satisfactorily made it over a perilous trail across unfamiliar country, the remuda of horses has not yet finished the drive in sound condition, and selling enough cattle at the margin of profit his business sorely needs is a deal yet to be consummated. None of these stipulations is guaranteed to materialize. The betting odds against all of them doing so stifled the initiative in more than one would-be impresario with far more savvy than Mr. Cooke appears to bring to this make-believe, unfenced, and untamed western context. In his discussion of leading with the right skills in varying situations, Watkins (2003) asserts leaders of start-ups need to be "hunters" who can rapidly render accurate

diagnoses of contextual circumstances and then take deliberate, calculated risks (p. 68).

Subsequently, Roberto (2009) argues:

Leaders need to become hunters who venture out in search of the problems that might lead to disaster for their firms. . . . The sooner leaders can identify and surface problems, the more likely they can prevent a major catastrophe. (p. xviii)

Becoming an effective problem-finder requires more than mastering a set of skills. You have to embrace a different mindset about work and the world around you. The best problem-finders demonstrate intellectual curiosity, embrace systemic thinking, and exhibit a healthy dose of paranoia. (p. xx)

It appears that Mr. Cooke is unaware of that about which he does not know.

Furthermore, there is no evidence that he is making an effort to know what he does not know. Contrary to Mr. Cooke, the researcher thinks a fandango after a successful roundup and successful trail drive is a better plan for serving both present and future organizational health concerns on Cooke Ranch.

There is also a second element in the fandango that warrants critical examination. Permitting the ranch hands to prolong the party even deeper into the night by taking the visiting women with them to the bunkhouse is surprising behavior by a ranch owner, whether pioneer or modern. It is certainly incongruent with the Mr. Cooke who first met with these same hands for the explicit purpose of delivering his set of rules for appropriate conduct and later warned the women in his house against simply feeding the hands in their home because “They have work to do.” Mr. Cooke was inarticulate when espousing his values to the Comanche; here he fails to hold his employees to standards

he espouses to them and his family. Hess (2006) emphasizes “The job of a family business CEO is to Communicate and Educate [capitalization original] often” (p. 144). Therefore, Mr. Cooke unfortunately misses a teachable moment in which he can personally demonstrate what he says he represents, what he says the Cooke family name stands for, and what he says is the kind of conduct he wants in his family business. While what Mr. Cooke actually does and permits in this instance is not illegal, it is also not right, because it conflicts with what he espouses.

There is a third poignant observation regarding the fandango. The narrator mentions the same issue to the viewer in his commentary. No one dances with any of the three Cooke daughters during the party. There is much to say about everyone in the Cooke Ranch community and this sad display of insensitivity and fundamental discourtesy. The researcher is, however, focusing on Mr. Cooke in this critique, although Mrs. Cooke is notably negligent in her own roles of parent and family leader. The thoughts and preferences in the minds of the daughters are unknowns, but it appears Mr. Cooke misses another opportunity to lead – fostering community and organizational health in the process of acknowledging, supporting, developing, and elevating his daughters. Regardless of any and all subsequent events, as the ranch owner Mr. Cooke should remember that his initial instructions to the original foreman concerned protecting the honor of his daughters. These instructions were restated, essentially as directives, in his first meeting with the bunkhouse crew. As a father he should be cognizant of the emotional and overall developmental needs of his children. As a family business leader he should be intentionally growing a sustainable enterprise and

cultivating the next generation of leaders in the family's business. With an act or two of mindful and caring facilitation in this setting he can help his daughters develop a stronger perception of themselves as a family and a sense of assurance that everyone in the family is important, holding equal standing as family members. He misses the window of opportunity offered by the dance.

Acting outside of his self-assessed participative style but consistent with his overall behavior regarding range work heretofore, Mr. Cooke is not riding in the roundup. He remains at home while the crew pulls together the Cooke Ranch herd of cattle to be trailed and offered to the US Army. An additional nine unmarked head of cattle are claimed during the roundup, bringing the ranch's total tally to 168 head. According to the narrator, Mr. Cooke plans to market 120 of them and retain the other 48 head.

The bunkhouse cook provides the crew a sunrise breakfast before the herd is turned out on the trail. The chuck wagon is not ready and does not leave on the drive with the herd, much less ahead of it. The girl of all work and the cook spend four hours finishing the chuck wagon before finally getting it moving out from headquarters. The trail herd actually comprises 131 head of cattle and is a mix of steers, bulls, heifers, and cow-calf pairs. Mr. Cooke rides with the crew when the trail herd departs headquarters. He rides, however, only a mile or two and then returns home. He confides to the viewer that he believes the greater need for him is at home, not on the trail with the cattle.

A widespread thunderstorm causes Mr. Cooke some anxiety. He rides from headquarters to ascertain the storm's effects on the drive. He spends night two of the

cattle drive in cow camp. On day three of the drive he is riding with the crew but is largely getting in the way, prompting the foreman to yell “Mr. Cooke, you’re killing me out there!” By midday Mr. Cooke realizes that cowboying is long, hot, hard work and says “I’m not built for this.” He then leaves for home instead of staying on with drive for another day as originally planned.

While the bunkhouse crew and the girl of all work are off the ranch and trailing the herd Mr. Cooke and family are taking it easy at home. Mr. Cooke tells the viewer “It is more relaxed. I wouldn’t call it a vacation but more of a, oh, fun. They’re [Cooke daughters] having fun together. They’re not really inhibited at all at the moment. That’s cool. That’s good for them.” On day five after the herd’s departure Mr. Cooke and family are lounging as he talks with Mrs. Cooke about a list of improvements they need to make in preparation for a final assessment of the ranch’s status at the close of the summer season. The researcher notes that Mr. Cooke is, as are his wife and daughters, aware of an upcoming expert audit of the Cooke family business.

Mrs. Cooke as Owner-Founder’s Spouse

Mrs. Cooke views the cattle drive as the last hurrah for the ranch hands. She plans the big fandango as a merry send-off and schedules it on the night before the market herd is turned out on the trail. She does not mention being aware of the fact that a successfully completed trail drive that culminates in a sufficiently profitable sale of the herd is traditionally the last hurrah of the season for a ranch’s owner and family. The outfit’s crew historically does its celebrating at the end of the trail, after the work is done. Once the good news reaches the home place, the herd’s owner and his family have

their own celebration, wherever and in whatever fashion best suits them. She does confide to the viewer that she doubts her party is going to unify the Cooke ranch community. She says her doubt is based upon the supposition that the ranch hands are not really concerned about connecting all that closely with the owner and his family. Nevertheless, Mrs. Cooke considers this fandango her own last hurrah and invites 30 outside guests.

Mrs. Cooke is ill and looking to her family to carry on in preparing for the fandango. Although he is staying at home instead of riding on the trail drive, Mr. Cooke is nowhere to be seen as a supervisory or directing force in the matter and the daughters are accomplishing very little. Mrs. Cooke finally asks a woman on a nearby ranch to come lend assistance.

The helpful neighbor is a dynamo. She immediately directs the Cooke daughters to clean the unkempt ranch house while she personally addresses the assembly and preparation of food. She finds a neglected mess in the Cooke's vegetable garden. Even as parts of the garden are starving for water other parts are producing abundantly. Some of the vegetables are overgrown and rotting. The neighbor collects more than enough vegetables for the fandango and passes along a large surplus to an awestruck bunkhouse cook. The Cooke's middle daughter confides "We actually didn't know that a lot of the stuff in there was stuff that we could eat because we're not big vegetable eaters. . ." The practical and energetic neighbor marshals the girl of all work as she moves her activity into the kitchen. Together they work all night in preparing the food for the fandango. The entire Cooke family sleeps through these all-night preparations.

Remarkably, Mrs. Cooke is well again when the sun rises on the day of her fandango. She enjoys spending some of the big day with her daughters in the process of bathing and dressing up for the party. Mrs. Cooke considers the start of the cattle drive to be the climax of the summer on Cooke Ranch and deems the party a joyful and proper way to ring it in.

While the bunkhouse crew and the girl of all work are off the ranch and trailing the herd Mrs. Cooke, like her daughters, is relaxing. When not taking one of the frequent naps, all of the women of the house are going about headquarters in their chemises. The crew left with the herd five days ago and Mrs. Cooke and family, including Mr. Cooke, are lounging about as the viewer observes flies swarming stacks of dirty dishes. The Cooke's middle daughter confides "I think over the next 10 days we will be straightening up the house, getting ready for evaluation, and washing the dishes from the fandango still. We're not really kind of energetic enough to do that yet." Mrs. Cooke is talking with Mr. Cooke as they prepare a list of improvements they need to make in preparation for a final assessment of the ranch's status at the end of the summer season.

The researcher notes that Mrs. Cooke's daughters are as aware as she is of an upcoming expert audit of the Cooke family business. Additionally, the researcher also notes that neither Mrs. Cooke nor any of her daughters appear any more energetic now than they appeared during the days leading up to the fandango. These notations prompt a recollection of past observations in which Mrs. Cooke describes herself and the other women of the house as go-getters and says that she has personal goals about which others on the ranch are unaware. The researcher now wonders if Mrs. Cooke's goals

include what another person can practically view as a time of uninterrupted respite in an historic Texas ranch house. Whatever the case may be, Mrs. Cooke's recent and current behaviors do not signal a commitment to support a vision in which the next generation of Cooke family members continues to own and lead this Cooke Ranch business. The family business literature typified by the contributions of Aronoff and Baskin (2005), Hess (2006), and Poza (2007) is emphatic in stating that a vision for succession, plus the unified support thereof, are elemental ingredients in the primordial fabric of an enduring family-owned business.

Episode 8: *The Reckoning*

Mr. Cooke as Owner-Founder

After spending most of the past week at home with his family Mr. Cooke rejoins the trail drive on its eighth, and final, day. He confides "My mission is to sell the cattle for the best price I can get. If we don't sell enough cattle we won't be able to make our payment for the land, and if we don't make our payment for the land we lose the ranch; so this is something we have to make happen." He rides in alone to find the Army's cattle buyer while the crew holds the herd outside Fort Santiago. Mr. Cooke is focused on a financial return. The researcher notes he sounds more like a business man, a financial manager in particular, here than he has at any point since confiding his cursory strategy and goal when the *Texas Ranch House* (Barreto, 2006) challenge began.

The Cooke Ranch trail herd is a mixed herd. The Army's experienced buyer surprises Mr. Cooke by limiting his interest to beeves – the more edible steers that weigh 400 pounds or more. There are only 86-90 of these animals in the herd Mr. Cooke

presents. After selling the beeves, and after no small amount of inveigling on the part of Mr. Cooke, the professional buyer is surprisingly benevolent and agrees to buy the balance of the herd, albeit at a substantially lower price than he paid for the table-ready steers. Interestingly, at no time during the negotiation concerning the remnant of the herd does Mr. Cooke question the Army's buyer about the possibility of other buyers who might be seeking to enlarge range herds, nor does he ask when the Army will be ready for more beeves. These are significant omissions of thought in the mind of a rancher who is ostensibly in the process of building a family-owned business. The researcher notes this is an indication of short-term thinking only by Mr. Cooke.

There is no celebration or layover at the end of the trail for the Cooke Ranch outfit. Once the herd is sold Mr. Cooke and the crew immediately depart for the ranch. The remuda, minus one saddle horse lost to lameness, goes back to the ranch with them. Once back at headquarters Mr. Cooke immediately tells Mrs. Cooke "We get to keep the ranch." Thereafter he reflects on the challenges he is experiencing as the owner of Cooke ranch. He confides "I've had to rise to those occasions."

On the day after he and the crew get back to headquarters, Mr. Cooke is paying the ranch hands their wages. He talks with each member of the crew individually and offers the hand a chance to trade wages for a horse. He prices his horses high and some of the hands simply do not trade with him. However, one hand – the man held hostage by the Comanches – takes Mr. Cooke to task when he realizes the proposition is to buy "his" horse a second time. This is also the hand to whom Mr. and Mrs. Cooke earlier committed the sale of a horse. The horse in question is the horse this hand rode into, and

later out of, the Comanche camp. Mr. Cooke explains “. . . I’m good with settin’ you free from the Comanches but, at this point, I bought the horse back. It’s my horse again.”

The ranch hand is incredulous regarding Mr. Cooke’s view concerning the horse. The hand says “Sir, I rode *my* horse back. As far as I’m concerned you paid 25 cows for *three* horses and weren’t paying attention when we rode out of there.” Mr. Cooke replies “Oh, I was paying attention, I was paying attention that, uh, I got ripped off in a big way. And I didn’t have to buy your freedom, but I did.” The ranch hand snaps back “You didn’t buy my freedom. I was set free.” Then Mr. Cooke says “I bought your freedom. I’ve been an honorable man to you. . .” It is increasingly hard to be favorably impressed with Mr. Cooke as a negotiator. Mr. Cooke is violating a significant tenant of effective leadership. In a summation of characteristic behaviors that effective family business leaders demonstrate, Aronoff and Baskin (2005) contend “They don’t worry about being seen as a hero” (p. 26). Furthermore, by his own admission Mr. Cooke was outfoxed by the Comanche in the exchange of cows for horses. The observer can make the case that Mr. Cooke’s current claim of honorably securing the ranch hand’s freedom has the ring of revisionist history. Along with avoidance, which was previously addressed in relation to Mr. Cooke’s behavior, Poza (2007) also includes denial – the failure to accept reality or the facts – among the two most common mistakes made by family business leaders when facing difficult decisions (p. 6). There is an appearance of trying to make a post facto recovery at his employee’s expense. This researcher struggles to make a true connection between the concept of honor, a personal espousal of valuing truthfulness, and what Mr. Cooke is saying and attempting to do in this scenario. Truthfulness -

concept and value - is one of the linchpins in Mr. Cooke's stated rules of conduct on the ranch. Is Mr. Cooke behaving authentically? According to George (2004),

Self-discipline is an essential quality of an authentic leader. Without it, you cannot gain the respect of your followers. It is easy to say that someone has good values but lacks the discipline to convert those values into consistent actions. This is a hollow excuse. None of us is perfect, of course, but authentic leaders must have the self-discipline to do everything they can to demonstrate their values through their actions. When we fall short, it is equally important to admit our mistakes. (p. 34)

It is important to note that George mentions the concept of respect in his assertion. Like truthfulness, the issue of respect is a recurring refrain in Mr. Cooke's rules. With regards to influencing and developing others, Aronoff and Baskin (2005) are very direct about the importance of a leader practicing what he preaches when they say "Without a doubt, the most important contribution you can make . . . is to be an exemplary leader yourself (p. 41).

The conversation goes from bad to worse. Mr. Cooke threateningly says he will physically stop the ranch hand if he tries to ride the horse off the ranch.irate, the ranch hand refuses to accept his wages as a banknote. He asks to be paid in silver. Mr. Cooke replies he has no silver. The ranch hand then gets up from his chair at the table and walks away, leaving Mr. Cooke sitting there alone. In light of his previously noted transgressions with regard to the expression of emotional intelligence as it is discussed by Gardner (1983), Gardner & Stough (2002), Goleman (1995, 1998, 2001), Goleman,

Boyatzis, and McKee (2002), and Salovey and Mayer (1990), it is difficult to imagine that Mr. Cooke is in full control over his emotions here. On the other hand, the researcher observes Mrs. Cooke in a simultaneous conversation in the background and she says concerning Mr. Cooke giving this hand a physical beating “It’s been a long time coming.” Therefore, it is possible this feint of uncharacteristic machismo by Mr. Cooke is the result of encouragement and is a premeditated act. Even so, the researcher wonders if Mr. Cooke has, again, displayed a propensity for shortsightedness by issuing this ultimatum.

It is not long before Mr. Cooke is convinced by Mrs. Cooke that the aggrieved hand’s assertions and actions at the paymaster’s table are tantamount to quitting and he should immediately be made to leave the ranch. When she ups the ante by saying such a man is a threat to her daughters Mr. Cooke responds to her with “Done!” Mr. Cooke walks in the direction of the bunkhouse, locates the hand, and presents him with his pay while telling him to leave the premises. The researcher notes the hand’s pay is presented as a small bag of silver. The ranch hand pours the silver out on the ground and tosses away the little bag.

If Mr. Cooke is thinking all organizational eyes are now on the ranch hand, then he is also displaying remarkable naiveté regarding organizational dynamics and the personal expectations of all constituents involved therein. The other bunkhouse men may be interested in seeing if Mr. Cooke can and will back up the ultimatum issued to their compadre. There is a clear indication that Mrs. Cooke, if not the other women of the house as well, wants to see him follow through if tested by the ranch hand. This

researcher believes all organizational eyes are now on Mr. Cooke, not the employee, and raises a question with both the owner's house and the bunkhouse in mind: what if Mr. Cooke is tested and doesn't follow through on his threat?

Mr. Cooke is indeed tested. As he and the women of the house watch the angry ranch hand bridle the contested horse Mr. Cooke says "So if he takes the horse he's a horse thief." The Cooke's middle daughter asks "Are you not going to do anything?" Mr. Cooke neither answers her nor rises from his seat. Without confrontation of any kind, the offended ranch hand slowly and deliberately rides the horse along the full length of the owner's house on the way to the gateway out of headquarters.

The rest of the bunkhouse crew laughs about Mr. Cooke's stance on the contested horse and physically threatening the ranch hand. One of the hands confides "We all decided together if one of us left, that we'd all leave together. And as men of our words, we all decided to leave with him [him]." The recently added hand, the one Mr. Cooke tried to convince of his extreme approachability and generosity with food supplies, also says ". . . This is just not the way we wanted to go so he [Mr. Cooke] can take his fountain pen and shove it somewhere." The entire crew mounts either originally owned or recently purchased horses, in some cases doubled up, and follows behind their angry companion at a calculated distance. As a group these hands stop in front of the ranch house. Everyone other than the foreman expresses disappointment about the situation with the offended hand and their resulting, abrupt departure with him.

Mr. Cooke addresses the departing ranch hands when they stop in front of him on their way out of headquarters. He says "Maybe someday everybody'll understand but it

was the right thing to do.” Once the crew is gone Mr. Cooke confides to the viewer “It’s unfortunate how it had to play out today. But I’m not surprised either. And it’s tiring; it’s exhausting, but if you’re standing by your principles and you’re standing by what you’ve said, it’s not *that* exhausting. It’s the right thing. The right thing happened and it’s too bad it happened the way it did, but it’s over and now we’re moving on.”

Mr. Cooke seems somewhat cavalier in making his closing remarks. He says it is over. While Mr. Cooke is saying a trying event is over and in the past at this point, the researcher wonders if the “it” is likely to include Cooke Ranch. As Mr. Cooke is speaking of moving on, the researcher is wondering who, what, where, and in which form and fashion reality is dictating.

Mrs. Cooke as Owner-Founder’s Spouse

Mrs. Cooke confides “I never really noticed the stink around here until you couldn’t open a window.” The entire Cooke family appears to suspend all attention to household chores and area maintenance at the ranch house while the crew and girl of all work are away trailing the cattle. No one is paying attention to the accumulation of manure near the house. The Cooke’s youngest daughter confesses the kitchen is surrendered to swarming flies. Mrs. Cooke and her daughters are ensconced in a closed up room, retreating from the flies. Eight days after celebrating the start of the trail drive, Mrs. Cooke begins the process of washing the dishes used during the fandango. When Mr. Cooke and the crew arrive back at headquarters after completing the trail drive Mrs. Cooke greets them while wearing only her undergarments.

The women of the house eavesdrop on Mr. Cooke's pay day negotiations with the ranch hands. When the conversations are finished Mrs. Cooke tells Mr. Cooke "You're awesome! I love you! You're amazing!" First, the researcher wonders if Mrs. Cooke is consciously or unconsciously omitting the notion of ethics in this assessment. Second, the researcher also wonders if Mrs. Cooke is still this admiring as she later watches her husband sit motionless and silently while the aggrieved ranch hand rides by on the contested saddle horse.

Mrs. Cooke, along with her daughters and the girl of all work, accompany Mr. Cooke in the process of watching the bunkhouse crew prepare to leave. Mrs. Cooke sets off a rush of exclamations from the women when she opines "They don't understand that it takes everybody. They wouldn't have jobs if it hadn't been for ranch owners." Two of her daughters say "We tried to be nice to them" and "We're not bad people." The middle daughter clamors about wanting to go home early. The girl of all work stands over Mr. Cooke and exclaims "No! The season is over. You made your money. You don't need hands through the winter. You don't have to feed them for two nights. You win!"

Remarkably, Mrs. Cooke remains a silent partner to Mr. Cooke when the hands stop at the ranch house during their final exit. She adds nothing to Mr. Cooke's final remarks to them or the viewer. However, the researcher notes that the middle daughter recapitulates an assumption Mrs. Cooke voiced when she and Mr. Cooke dressed down the crew; the confrontation Mrs. Cooke refers to as "the performance meeting." The middle daughter confesses to the viewer "I feel lost and dazed and hurt. It just sort of recaps the whole summer in one moment; like it meant nothing to them." The researcher

observes that this daughter is crying as she continues speaking. She is clearly agonizing but bewilders the researcher with the final statement she makes to emphasize why she is so distraught. The young Ms. Cooke says “This has been brewing for a while. It’s hard to feel it didn’t mean anything to the guys; that we worked so hard and it didn’t matter. Like they thought when they were on the cattle drive that we sat around doing nothing.”

CHAPTER V

DISCUSSION

Experts' Assessment – Participants and Cooke Ranch's Viability

At the end of the two and one-half month *Texas Ranch House* (Barreto, 2006) challenge the Cooke Ranch is evaluated regarding its viability as a business. The evaluation of the ranch's current status and outlook for the future is performed by a team of experts comprising one woman and two men. The woman is a culinary historian with a ranching heritage reaching back to the 1860s. One man is the executive director of the National Ranching Heritage Center at Texas Tech University. The other man is a professional wrangler with 18 years of experience. These three experts also delivered the preliminary training for life in 1867 to the *Texas Ranch House* (Barreto, 2006) challenge participants.

The panel interacts with Mr. Cooke, Mrs. Cooke, and the girl of all work and then, separately, talks with the bunkhouse crew. After these conversations the panel of experts convenes in a private discussion. The inaccuracy of Mr. Cooke's ledger is a major concern to them. The executive director says "There are some things that he's mentioned about how he sold a horse, how he got income from somebody for selling produce, and so forth. Some of that doesn't show up in here." The female assessor responds "My grandmother kept the books, painstakingly writing down every fact and figure; regarding every head of cattle and regarding every expenditure." The executive director eventually states "On the short-term, yeah, I could say he probably did make a

profit, and I think he did very good in his sale of the cattle.” When asked if he thinks this was beginner’s luck, the executive director answers “Yeah, I think it was because he’s admitted that he didn’t know anything about selling cattle.”

Mr. Cooke’s lack of a crew as winter sets in, and the likelihood of finding a new one, is also brought into question by the panel of evaluators. The executive director asks “Where’s he getting the workforce in 1867? How’s he going to pay for them?” Remembering that he refused to bargain for the life of the ranch hand who was captured by the Comanches, the assessors are troubled by Mr. Cooke’s disregard, if not actual scorn, for his ranch hands. The female assessor submits “If I were the employer, I would have paid the 25 head, gotten everybody back, and I would have said to the cowboys this is wild-caught cattle. Let’s go out and get more. I saved your buddy, now I need your help so we can make this a good cattle sale.” The executive director affirms this proposed course of action when he asks “What’s the renewable resource here? It’s just what you said; the cattle. He can go out and get more cattle. It’s going to be more difficult for him to get another experienced hand, you know. He’s losing that resource that he needs the most, and that’s a hired hand.” The highly experienced wrangler adds “Someone who knows the country. If he hires someone new, are they going to know this part of the world? There’s a learning curve there that you’d have to do all over again.”

It is the female culinary historian who addresses the role of the women on the ranch. She says “I was a little concerned with what I saw in the kitchen and in the home. You know, the food was stored on the floor, food was left on plates, dishes were left unwashed, and slop buckets were left right outside the door. The fly problem has been

abominable! I mean, as we're sitting here with this assessment the flies are all over us. You know, I can't believe the garden hadn't been harvested completely. I can't believe that the stalls weren't in better shape and that the manure was right in front of the front door. No wonder there were flies! No wonder."

The bunkhouse men and the owner's household refuse to gather together as a group for the purpose of receiving their assessments. The assessments are mailed to them after they return to their real, respective homes. The terminally divided camps in the Cooke Ranch community are conspicuous in their differing responses to the feedback from the panel of expert assessors. From the family's home in San Francisco Mrs. Cooke superciliously says "Why are we even reading this?" The girl of all work interrupts her ongoing graduate studies to say "I think it's bullshit!" In a remarkably stark contrast to these sentiments, the ranch hand who most comprehensively experienced the dark sides of Mr. and Mrs. Cooke reacts to the feedback from his home in Austin, Texas by saying "I think it's pretty spot-on. Our work was recognized. Yeah, you've got to have your cowboys to keep going." Back home in Vermont, the ranch hand whose temporary volunteerism resulted in the permanent, unwanted job of cocinero, or cook, says "I guess my only regret is that we weren't able to pull together as much as maybe we could of. I guess I wish that we could of just been more like that big, happy family that we all thought it was gonna be. But, maybe that's not reality."

The collective analysis rendered by the three historical experts is strongly influenced by, and congruent with, their respectful knowledge of cattle ranching's culture and challenges in 1867 Texas. Accordingly, the assessments of the participants in

the *Texas Ranch House* (Barreto, 2006) challenge and the sustainability of the Cooke Ranch as a business answer two primary questions. Did they live up to the heroic ranchers who forged a new industry in post-Civil War Texas? Would the ranch they started survive and prosper in the years ahead? The following bullet points are excerpts from the final, written assessment.

- “Generally speaking, all of the participants committed fully to the *Texas Ranch House* experience, dedicating long hours in the saddle or in the home.”
- “The defining moment for the Cooke Ranch was the success of the cattle drive in which the participants rounded up 130 head of cattle and drove them to market.”
- “However, it is difficult to determine the true return of Mr. Cooke’s investment because he did not adequately maintain the Cooke Register. In essence, the ledger was indecipherable; most of the entries requiring explanation from Mr. Cooke based on mental recall.”
- “Much of the success of the cattle drive can be attributed to the foreman.”
- “The cowhands were clearly dedicated to their work but their loyalty was tempered with a sophomoric behavior, particularly towards the women of the Cooke household, of a nature that would have been unthinkable in 1867.”
- “Mrs. Cooke was a loyal confidant to her husband and remained steadfast to her ideals and principles. She provided a solid domestic foundation for her daughters and [girl of all work]. But the Cooke women did not prove that they worked to their potential for the welfare of the ranch. Much time was spent on crafting

items like dolls while industrious projects were initiated without much follow-through.”

- “Regrettably, the short-term financial success of the cattle sale does not indicate long-term viability for the Cooke Ranch. In fact we believe the ranch would not survive another year.”
- “The ranch faces failure because of poor personnel management on the part of Mr. Cooke and a lack of respect from his employees.”
- “Throughout the season the Cooke family and their cowhands found it difficult to maintain any sort of mutual respect and became increasingly critical and distrustful of each other. The disharmony presented Mrs. Cooke with an opportunity for greatness. However, rather than embrace the . . . Mrs. Cooke quietly undermined ranch harmony and failed to realize the full potential of her position in the ranch hierarchy.”
- “With the disintegration of labor relations and, ultimately, the mass resignation by the cowboy crew, the reality he faces is that qualified cowhands were scarce in post-Civil War Texas. He has lost his most valuable resource, and will likely never be able to replace it.”
- “Kindness, selflessness, and common courtesy were required for a ranch to endure in the unforgiving conditions of 19th century Texas. Without exception, the participants showed too few of these virtues and all have failed in the face of history. But, as employer, Mr. Cooke must be held ultimately responsible and it is he who will witness the demise of the Cooke Ranch.”

Mr. Cooke's only response upon reading the assessor's determination's is a long, softly uttered "Well" while wearing something of a half-smile. This response does not ring with understanding or acceptance in the ear of the researcher. Mrs. Cooke loathes the elements of the assessment that focus on her, stopping in midsentence at one point while reading to ask "You know, why are we even reading this?" Mr. Cooke's apathetic and Mrs. Cooke's arrogantly indifferent responses are, perhaps, topped by the inexperienced and unwise retort from the Cooke's middle daughter who defiantly says "I was deeply offended. How dare you say that my father is responsible for the failure of this ranch! We cannot control the actions of *other people* [italics added]." Besides missing the point that part of the assessment explicitly addresses the performance deficiencies of the Cooke women in whom she is integral and, therefore, not other people in that instance, this Cooke scion clearly does not recognize that attempting to control the actions of others with a club of authority is precisely what her parents spent much of their deliberative and interactive time doing on the ranch. Nevertheless, she is correct in stating they could not accomplish it. The researcher notes that neither Mr. nor Mrs. Cooke have effected an appreciative understanding in this daughter of a leader's personal accountability for the whole entrusted to his/her safekeeping, much less the art of *leading* others therein to adopt increasingly more edified behaviors. The Cooke's oldest and youngest daughters are not present when their parents and sister receive and read the expert panel's assessment; there is no record of their responses to it.

Researcher-Observer's Assessment – Mr. Cooke as Owner-Founder**– Mrs. Cooke as Owner-Founder's Spouse**

The participants comprising the Cooke Ranch community in the final phase of the ranch's existence did commit to the *Texas Ranch House* (Barreto, 2006) experience. Early in the season the original bunkhouse cook expressed both thoughts and behaviors that indicated he might decide to quit and leave the ranch at any time, but he was fired before such actions ever materialized. However, the researcher thinks Augustus McCrae's description of Jake Spoon in *Lonesome Dove* (de Passe, Wittliff, & Halmi, 1989) as being "too leaky a vessel to put much faith in" likely applies to this cook as well. The original foreman left the ranch because he too was fired by Mr. Cooke; ironically due to a run-in with the capricious, original cook. The lone rider who left the ranch only did so upon receiving the news about a close friend's recent death. No one else exited Cooke Ranch prior to the crew's mass defection out of allegiance to their compadre.

However, the researcher considers committing to the *Texas Ranch House* (Barreto, 2006) experience and the *Texas Ranch House* (Barreto, 2006) challenge as two significantly different commitments. There is little evidence offered throughout the program that anyone was sincerely committed to the challenge of building a sustainable family-owned business that would endure wearing the CR brand of the Cooke Ranch. The ranch hands arrived at the ranch with attitudes somewhat akin to those maintained by children going to summer camp and assuming they would play their way through the season on horseback. Such was their collectively naïve perception of an old time

cowboy's life. Both of the bunkhouse cooks and the girl of all work also had visions of being Cooke Ranch cowboys. These ranch hands did not truly relish doing anything other than tasks they could perform from the back of a horse. This is not at all unusual on a ranch, historic or contemporary. When asked what prompted him to become a vaquero, Arnold Rojas, who was born in 1896, said instead of doing the work that was then commonly available in his hometown "I wanted to be a rider" (Haslam, 1986, p. 125). The Cooke daughters brought similar campers' attitudes, only theirs were shaped by imaginings more in line with dressing up and playing house all summer in the home of a doting, aristocratic, cattle baron. Like the preliminary attitudes of the ranch employees, the attitudes initially exhibited by the Cooke girls are also forgivable. After all, their parents were taking them on an adventure and Mrs. Cooke, in particular, was anxious for them to recreate history together. While these attitudes are forgivable in these participants prior to their orientations to reality on Cooke Ranch, they are unacceptable thereafter. The presenting attitudes from Mr. and Mrs. Cooke are, however, unforgivable mindsets in the owner and owner's spouse at any time during the forming, norming, or performing stages of starting and stabilizing a sustainable family-owned ranching business - their task in the *Texas Ranch House* (Barreto, 2006) challenge.

Mr. Cooke articulated a specific but limited vision for his business when he assumed the role of owner-founder of Cooke Ranch. He briefly spoke in terms of "making a go of it out here." At that early point in time, this researcher-observer was unable to determine if the extent of Mr. Cooke's vision was the color of the ink on the bottom line of the Cooke Register at the conclusion of the *Texas Ranch House* (Barreto,

2006) challenge or if it also included a healthy business organization whose ownership, management, and assets he could eventually forward to his daughters as they assumed next generation ownership. This was a noteworthy question mark regarding Mr. Cooke as the ranch's leader because one of the touchstones in assessing the viability of family-owned businesses is a steadfast commitment to the objective of business continuity from generation to generation (Aronoff & Baskin, 2005; Hess, 2006; Poza, 2007).

Mr. Cooke's behavior throughout the summer on the ranch could scarcely be construed as constructive and, thus, was suggestive of an answer to the researcher-observer's early question. Furthermore, he ultimately confides "The assessment was kind of a big mystery to me. I didn't know what was going to happen. My clear objective was to make a profit on the ranch." In the end, any uncertainty in the researcher's mind regarding Mr. Cooke's vision and/or intention was definitively eliminated by Mr. Cooke himself, in revealingly frank fashion. When asked by one of the expert assessors if he had developed a business plan upon agreeing to assume his role as the leader in Cooke Ranch ownership, Mr. Cooke's entire reply was "Well, as an entrepreneur you want a return on your investment." Later when the same assessor asked him if he expected owning and leading a ranch business organization to be as difficult as he found it to be Mr. Cooke answers "You know, nice guy style does not suit this kind of work environment out here. The tough guy approach is a far more effective method."

In truth, Mr. Cooke arrived at the ranch with the attitude and methods of an authoritarian. Along with not even introducing himself or his family to the ranch hands when these employees had walked a mile to welcome all of them to the ranch, Mr.

Cooke's first actual interaction with the crew was to set rules of behavior. He largely couched his rules in the language of firing and dismissal. The first and lasting impact of his initial interaction with the crew, as well as the overriding message embedded in the rules he voiced, was the establishment of an irreparable division between the owner's house and bunkhouse camps in the Cooke Ranch community. Mr. Cooke's artless approach in the "performance meeting," as Mrs. Cooke called it, widened the divide. His churlish behavior in unnecessarily firing the aggrieved ranch hand with only two days remaining in the *Texas Ranch House* (Barreto, 2006) challenge ignited the fuse of a smoldering hostility that would be Cooke Ranch's and, therefore, his leadership's collapse. With Mrs. Cooke's own destructive presumptions about ownership's authority relative to genuine leadership adding to his confusion, Mr. Cooke never realized any difference between the two.

Regarding the use of authority, Mr. Cooke shared with Mrs. Cooke a despotic manager's need to be in control. As a result they teamed together in an attempt to establish a dependent leadership culture on Cooke Ranch. Instead of welcoming the potential in and then further developing the foreman as a leader, the Cooke's felt threatened by him in their preoccupation with organizational hierarchy and desire for personal authority. At one point Mrs. Cooke avariciously described the foreman as being "viewed as godlike" while scheming to undermine his prominence within the organization. Mr. Cooke scornfully tells the panel of assessors "Loyalty is my number one criterion; loyalty to me and the ranch. It turned out that everybody was loyal to the foreman." Together, Mr. and Mrs. Cooke deliberately and covertly endeavored to

emasculate the foreman as the crew's supervisor, more especially as its leader, by forcing the girl of all work's belated redeployment without the courtesy of first talking with him, much less collaboratively conceiving a strategic plan that could have genuinely advanced the overall organization via the girl's move. Plainly, the owner-founder of Cooke Ranch and his wife did not practice any model of adaptive leadership nor benefit from the behavior advocated by Heifetz (1994) as he states:

When an authority distinguishes conditions from problems, she can bring tractable issues to people's attention. By managing attention to issues instead of dictating authoritative solutions, she allows invention. People create and sort through alternative problem definitions, clarify value trade-offs, and test potential avenues of action. (p. 88)

Their actions in the foregoing scenario are antithetical to Mr. and Mrs. Cooke's constant espousal of valuing respect and loyalty. As already cited, Mr. Cooke said "Loyalty is my number one criterion. . ." It is clear he did not comprehend the relationship between loyalty and trust, much less the marriage of trust and authenticity. He repeatedly demonstrated a weakness for saying and doing one thing but then, often after receiving Mrs. Cooke's belated input, he either said or did something altogether different. One of the two most sentimental hands in the crew, having already quit Mr. Cooke and the ranch, told the panel of assessors "When he's by himself and talking to me, I actually like him. You know he's fair; he's just. And then, occasionally, he makes these crazy decisions and, for me, his wife must have a part in that." In stressing his belief that leadership is authenticity before style and his personal awakening to the fact

that a leader's followers have very active and acutely discerning eyes, George (2003) shares:

The one essential quality a leader must have is to be your own person, authentic in every regard. The best leaders are autonomous and highly independent. Those who are too responsive to the desires of others are likely to be whipsawed by competing interests, too quick to deviate from their course. My advice to the people I mentor is to simply be themselves. (p. 12)

. . . . Being true to the person you were created to be means accepting your faults as well as using your strengths. . . . I tried to hide my weaknesses from others, fearing they would reject me if they knew who I really was.

Eventually, I realized that they could see my weaknesses more clearly than I could. In attempting to cover things up, I was only fooling myself. (p. 14-15)

George's association of autonomy with the best leaders warrants additional amplification in light of Mr. Cooke's compromised leadership effectiveness in the Cooke Ranch organization. Good leaders render service to their organizations by leading them. The best leaders develop other leaders as part of the process of serving their organizations. Greenleaf (1977; 2002) esteems leaders who first and foremost want to be of service and then, secondarily and by conscious choice, aspire to lead. In keeping with their distinctiveness in leader types, he identifies such individuals as servant-leaders. Remarkably, Greenleaf (2002) underscores the concept of cultivating autonomy in others, including emerging leaders, in a cascading rubric for assessing leaders as authentic servants when he asserts:

The best test, and most difficult to administer, is this: Do those being served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? (p. 24)

Despite his confession to the program's viewer about perceiving himself as having always risen to the occasion, this researcher finds Mr. Cooke wanting as both an entrepreneur and family business leader in the context presented as the Cooke Ranch. Revisiting his journey as the Cooke Ranch's leader through the entire *Texas Ranch House* (Barreto, 2006) challenge prompts the recollection of a suggestively apropos line in another form of film. In *Magnum Force* (Daley, Post, & Milius, 1973) the unequivocally unheroic, central character named Inspector Harry Callahan and called "Dirty" Harry advises "A man's got to know his limitations." In light of Mr. Cooke's stating his own conclusion as if it is a given, the following determinations about him as the owner-founder of the Cooke Ranch substantiate Callahan's proposition.

- He not only demonstrated little self-mastery, his interpersonal behaviors routinely suggested a lack of maturation in self-awareness. He often talked about dearly held values but far less frequently demonstrated his espoused values as lived values.
- He said he prized loyalty over all else but seldom exhibited the consistent trustworthiness that is essential in inspiring loyalty.
- His thoughts, plans, and actions on behalf of Cooke Ranch as a family-business organization consistently revealed minimal mindfulness regarding the full and ongoing trial comprising the *Texas Ranch House* (Barreto, 2006) challenge.

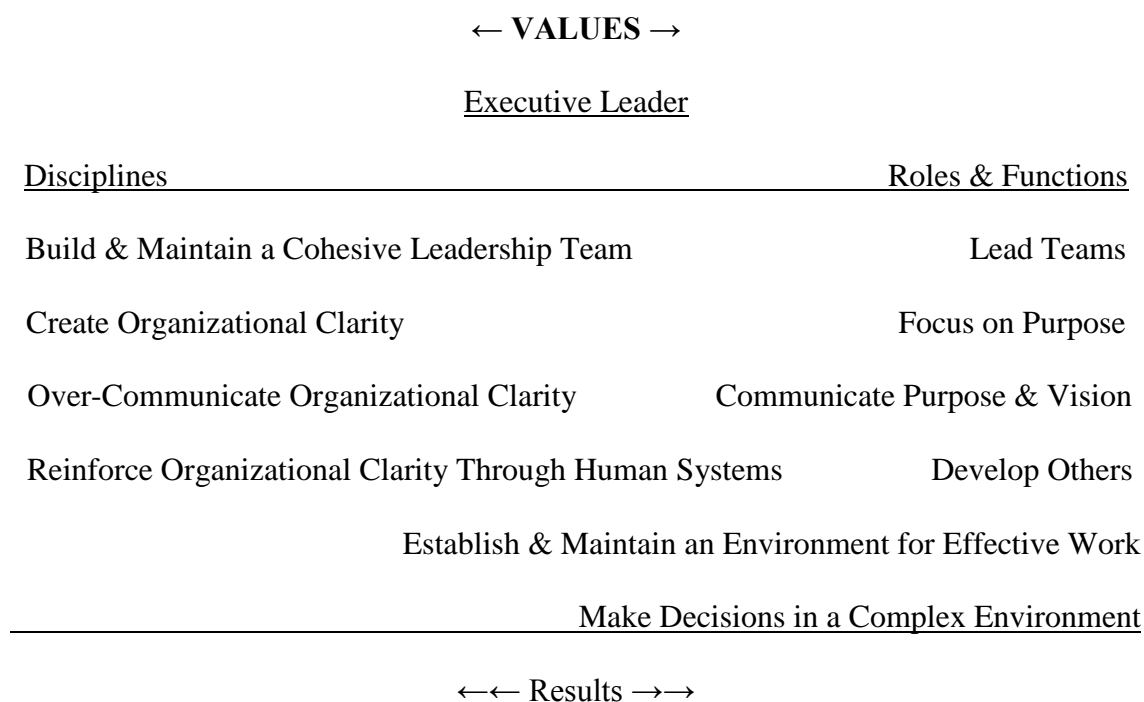
- His nearsighted, rudimentary vision disclosed more managerial roots than leadership moorings. The incomplete and disorganized ledger offered ample motivation to call even his diligence and skill in financial management into question.
- Such as it was, his vision marshaled no commitment to an enduring, healthy, Cooke Ranch business. Even as the titular leader himself, he had little passion and energy for what he was about.
- Apart from successfully selling the market cattle, he did not really do anything. He mistakenly assumed that his position as owner was in it itself leadership. He did not have a rancher's credibility in his organization and failed to understand that his position simply afforded him permission to embrace opportunities to exercise leadership and move the organization toward family business goals and a vision of enduring sustainability.
- Unlike successful entrepreneurs, he did not endeavor to learn and then do the ins-and-outs of his own business. He consistently expected others to do without him things he either personally could not or would not do. He did not work and learn alongside his also "green" employees nor did he seek experienced mentors from whom he could learn.
- By definition, he was no servant-leader; nor was he authentic while attempting to be any other type of leader.

- His viewpoints, behaviors, and actions were chiefly control-oriented testaments to positional power and authority. As such, these practices were his unwitting substitutes for the artistry in real leadership's influence.
- His control-oriented practices proved adversarial to the development of a genuinely participative or collaborative form of leadership which might have inspired advanced dimensions of followership.
- There is no indication in his interactions with the assessors or initial reading of their combined judgments that he underwent any noteworthy gain in knowledge pertaining to the application of a positive model of leadership. He certainly had experiences, including mistakes, on Cooke Ranch but there is no revelation of any intimate interactions with those experiences and missteps whereby he has fully learned the right lessons in leadership from them.

Along with digesting the implications in these observations with due consideration of the referenced text comprising this document and the apocalyptic projections that culminate the expert assessors' opinions, it is helpful to weigh them against additional credible assertions regarding leadership. Lencioni (2000) and R. L. Cummins (personal communication, January 10, 2003) offer particularly relevant and useful insights on executive leadership. Using four points, Lencioni addresses the roles and disciplines of a leader in building a healthy organization. With six points, Cummins addresses the roles and functions of a leader in building an effective organization. Both of them speak from a values-based leader's perspective and eloquently promote organizational alignment as the linchpin in robust, sustained success. Juxtaposing the

pillars in their arguments under a shared mast of values, as depicted in the visual representation that follows (See *Figure 5*), provides an acute illustration of the fundamental omissions in the Cooke Ranch business organization under Mr. Cooke's leadership.

Figure 5: Lencioni's (2000) themes (4) dove-tail with Cummins' (2003) themes (6)



In the comedic, yet nonetheless wise, words of Texas Bix Bender (2009), “It don’t take a genius to spot a goat in a flock of sheep” (p. 23). This researcher’s observations and referenced elucidations, plus the observations, concerns, and judgments of three historical experts and the combined assertions of Lencioni and Cummins triangulate and,

therefore, corroborate the sighting of a two-legged goat, or two, on the Cooke's cattle ranch.

Mrs. Cooke acted as if she was going on a summer retreat as a participant in the *Texas Ranch House* (Barreto, 2006) challenge. She seemed to regard the ranch as somewhat of a hobby, or sideline interest, instead of an enduring, family-owned business in the making; albeit a hobby she wanted others to do for her while fully under her control. It did not take long for the gloss to wear off the lark for her, however.

Like her husband and owner-founder of Cooke Ranch, Mrs. Cooke arrived at the ranch with a sense of entitlement regarding leadership. She behaved like one might after inheriting a ranch and assuming that ownership is synonymous with leadership. It never seemed to occur to her that trust and credibility have to be earned or that authoritarian behaviors aimed at command and control would not garner for her the esteem she sought. Mrs. Cooke did, however, alert the viewer early on that she expected it would be difficult for her to avoid being regarded as a "tyrant." How right she was! In a remarkable self-fulfilling prophecy, she forged a reputation for exercising power unjustly; and authority to more oppressive than empowering ends. She was more underhanded than stealthy in carrying out her actions. While still in the beginning phase of the Cooke Ranch enterprise, the original bunkhouse cook ranted about her being the evil force behind the nominal king, so to speak. One of the riding hands pressed Mr. Cooke, in front of Mrs. Cooke, about who owned the decision about redeploying the girl of all work as a ranch hand. At the end of the season on the ranch, another hand told the

expert assessors he suspected Mrs. Cooke was behind Mr. Cooke's occasional "crazy decisions."

In another noteworthy confession to the viewer Mrs. Cooke said she had goals of her own. She did not give voice to her goals nor did she indicate they aligned with any vision involving a family-owned ranch that would one day pass in ownership and leadership to the next generation of Cookes. It was not until she eventually divulged she was looking forward to the girl of all work being out and only Cooke family members being in the house that the observer was given a firm clue into Mrs. Cooke's private purposes for being on the isolated ranch. It was clear Mrs. Cooke did have a purpose, if not purposes, for being part of the program as she had at one trying time told Mr. Cooke "I'm sorry *I* got you into this." The researcher-observer cannot help but also recall Mr. Cooke's own sentiments about "outsiders" being at the ranch house. His first directions to the original foreman were couched in references to his daughters. His first words to the crew were full of implications referencing his family. The researcher wonders if his real message on both occasions was an unspoken, yet subliminal, "Stay away from my house and leave all of us alone." After all, unspoken and subliminal or not, the ranch hands received this very message and stayed away as much as possible, even to the point of resisting temporarily eating meals there when the original bunkhouse cook was fired. Furthermore, there was little chance of misunderstanding Mr. Cooke when he directed his daughters to not offer food to the hands at the ranch house because he did not want them "hanging around like the cat." Massing these observations together causes the researcher to also wonder how Mr. and Mrs. Cooke felt about the original foreman

occupying a room inside their home. It certainly did not take Mr. Cooke long to terminate the man with whom he professed a quick sense of kinship only days before.

The fact that Mrs. Cooke said she had goals of her own that the men on the ranch did not know about but did not mention also having a vision warrants further attention. As already addressed, what served as a vision in her husband's case was indeed sparse. He certainly was not personally energized by it or effective in inspiring anyone else to buy into much more than his most basic goal, or objective as he called it. As one of the men on the ranch, it is possible that even he was not completely aware of Mrs. Cooke's goals. Cooke Ranch was a start-up and only beginning to develop as a going business concern. Such a new business can be more involved with forming its vision than actually chasing one that already exists. Chua, Chrisman, and Sharma (1999) state “. . . . The powerful actors in the organization who control the organizational agenda . . . will be engaged, collectively if not cooperatively, in shaping the desired future of the firm” (p. 28). Mr. Cooke was the owner-founder but it has already been established that Mrs. Cooke was the dominant actor in the organization. Accordingly, it seems Mrs. Cooke formed, once on the ranch, a vision to suit her pre-existing purposes. Then, as the dominant Cooke family member had the power and acted to put her personal vision into practice. Chua, Chrisman, and Sharma (1999) argue:

If a family business is a matter of behavior of the people who own and/or govern and/or manage the firm, then they must behave as they do to serve a purpose. We believe that this purpose is to shape and pursue the vision of one or a few families that control the dominant coalition in the firm. By vision, we simply

mean a notion of a better future for the family, with the business operated as a vehicle to help achieve that desired future state. (p. 27)

Mrs. Cooke dominated the Cooke family, including her husband. Therefore, she dominated the coalition, or partnership as one of their daughters described it, comprising Mr. and Mrs. Cooke. She clearly made every effort to control the Cooke Ranch community through Mr. Cooke. She so much as said she would when in the early days on the ranch she described herself as doing “the backbone job” and Mr. Cooke as the implementer of the ideas she gave him. Mrs. Cooke did indeed behave in ways to serve purposes – her purposes. She signed on as a participant in the *Texas Ranch House* (Barreto, 2006) experiment in reality television programming in order to surround herself with her family in a far-off, pastoral setting, entice Mr. Cooke to venture out of his comfort zone, and be the real wearer of the crown and power attached to his position as she coached him regarding what to do. Nothing was to stand between Mrs. Cooke and her family retreat, not even such things as cowhunting in order to build a herd, participating in a trail drive prerequisite to reaping any harvest for the business, dirty dishes, hordes of swarming flies, or a looming evaluation by a panel of historical experts. Little wonder she and her family had no second thoughts about usurping the ranch hands’ tack in order to go pleasure riding on a day well-fitted to hunting cattle. No wonder Mr. Cooke seldom devoted more than half a day to riding with the crew and spent virtually all of his time at home while the ranch’s herd was trailed to market. No questions remain unanswered regarding the issue of the Cooke women going about wearing nothing more than underwear while the employees were gone trailing the herd

to the Army outpost. Mrs. Cooke's family vacation had finally arrived. The annoying strings of business and cowboys attached to the temporary, hobby ranch were largely out of sight and out of mind.

Unfortunately, when coaching Mr. Cooke about what to do Mrs. Cooke also coached him on how to do what she wanted done in order to accomplish her purposes, goals, and slowly but surely materializing vision. Her personal purposes demanded, and she eventually made, Cooke ranch into a family-first business. Regarding family-first businesses, Poza (2007) observes:

Ironically, because their primary concern is family, the level of commitment of family-first businesses to the continuity of the business across generations depends on the agendas of individual family members and the levels of conflict associated with running the business. Family-first businesses are likely to choose continuity only if members of the generations aspire to this goal. . . in cases in which neither generation dreams of continuity or sees value in having the enterprise be a legacy for the next generation, the business will most likely be sold at the end of a generation. (p. 9)

No one in either generation of Cookes ever expressed a genuine interest in, much less a dream of, business continuity in their attitudes, priorities, or actions. The business of Cooke Ranch got in Mrs. Cooke's way. It was a source of conflict in her relationship with Mr. Cooke. Naturally, the conflict between them eventually enveloped their daughters as well. The older daughter confided "I kind of expected to bond more as a family and become like a unit, a team, or something corny like that. But it's hard

because out here it's very concentrated tension and so it's like every day something happens and we just have to talk about it for an hour.”

While Mrs. Cooke knew what she wanted - a family-first business, knew how to get what she wanted, and was dominant enough to force the issue, Mr. Cooke was, out of necessity if for no other reason, grappling with an ownership-first business situation.

Poza (2007) states:

In ownership-first family businesses, investment time horizons and perceived risk are the most significant issues. . . . Ownership-first family businesses may have shorter time frames within which financial results are evaluated. . . . Family shareholders who are not active in the business, and who have little understanding of management and the time cycles involved in new strategies or new investments, can hamper effective operation of a family-controlled business.
(p. 9-10)

Mr. Cooke had to pay the crew and make the first of four outstanding mortgage payments in September. He had only the summer season in which to generate the needed monies. The entire Cooke family knew the ranch hands viewed and resented Mrs. Cooke as a puppeteer and might mutiny en masse. Mrs. Cooke urged Mr. Cooke to “play their hand” anyway. The decidedly autocratic “performance meeting” ensued soon thereafter. Peeved by Mr. Cooke’s coercively authoritative approach in that meeting, one of the ranch hands informed the viewer “There *are* no other 1867 ranches we can go and work at but if there had been, I believe some of these men might have left a long time ago.

And if we had gotten up and left that table yesterday, well, I don't think you would have made your mortgage payment.”

Organizationally, a family business is a larger system comprising three interrelated and overlapping subsystems: family, ownership, and management (Davis, 1983; Lansberg, 1983; Poza, 2007). Successfully leading a family business involves effectively maintaining the boundaries of each subsystem when they are integrated in order to move the overall business system forward (Alderfer, 1976; Aronoff & Baskin, 2005; Hess, 2006; McCollum, 1988; Poza, 2007). Successful family businesses intentionally balance the goals and needs of each of the subsystems. Poza is especially expressive when about such family firms he says “They inspire a commitment to something larger than self – the greater good. . . . In these companies, ownership and organizational structures accommodate both the family-ownership strategy and the competitive strategy of the business” (p. 11). Mrs. Cooke, however, catalyzed badly blurred system boundaries in Cooke Ranch. She was the causative agent behind Mr. Cooke's injurious approach in the “performance meeting” and, therefore, for the subsequent solidification of the in-group and out-group which collectively, and terminally, comprised the Cooke Ranch community. She was loyal to the in-group - her family plus the girl of all work, antagonistic toward the out-group – the crew of ranch hands. She was responsible for the development of the unyielding groupthink in the owner's household. While it is unclear what precisely constituted the external social reference group with which Mrs. Cooke identified, observations strongly suggest such a

group existed for her. With caution, the researcher wonders if the reference group is gender-specific for the following reasons:

- She was consistently both derogatory and condescending in her references to the male employees of the business. With self-appointed certainty, she rationalized how none of them could possibly comprehend, let alone respect, any part of a marriage relationship. When discussing the foreman and crew with Mr. Cooke she used terms like “boy” and “chauvinist.”
- She said “The men have no idea how much they hurt the women on this ranch.”
- She told one of her daughters “I’m very preoccupied with protecting the women on this ranch.”
- She automatically assumed the only reason the foreman and crew had for not embracing her girl of all work as a ranch hand was rooted in gender prejudice.
- She inexplicably described the ranch hand who became upset when Mr. Cooke broke their handshake deal on the horse as being “a threat to my daughters.”
- She seriously resented the foreman, whom she viewed as a chauvinist, and the evidence of his effectiveness in dyadic relationships and leading the small group of ranch hands. These elements of leader-member exchange theory are presented as fundamental in leader-follower interactions by Dansereau, Graen, and Haga (1975), Graen and Cashman (1975), and Northouse (2007).

Despite the foreman's success in claiming and trailing a herd for Cooke Ranch using an utterly new crew of "green" ranch workers, she begrudged what she termed his "godlike" status among the ranch hands and declared he was not acting as the right arm of the ranch owner when he resisted the Cooke's redeployment of the girl of all work.

Whatever the case really was regarding the standards by which Mrs. Cooke evaluated her personal and family participation in the Cooke Ranch organization she remained adamant in claiming success. She displayed total indifference to the findings and projections by the panel of expert assessors and in midsentence stopped reading the comments regarding her personal contributions to the disharmony in the organization. Despite leaving the business without a crew of hands to continue hunting and claiming new cattle while managing the holdovers and the combined opinion of three experts that Cooke Ranch would not last a year, she indirectly revealed that her own goals and vision had materialized. She said "I think we did great. We came out a stronger, more loving, more faithful family and, to me, that's the huge success." Naturally, the researcher agrees those are indeed good outcomes. They do not, however, address the task she ostensibly agreed to support her husband, a start-up family business owner-founder, in undertaking when she signed on as a participant in the *Texas Ranch House* (Barreto, 2006) challenge. Moreover, sustainability across generations fuels the vision in a family business and Hess (2006) counsels "Every family business issue should be viewed from two viewpoints. What is best for the business? What is best for the family?"

Do not let the business destroy the family and do not let the family destroy the business” (pp. 144-145).

In fairness to Mrs. Cooke the researcher could list many of the same bullets if discussing the girl of all work. It is important to recall that the girl of all work roomed in the owner’s house and spent most of her time up until the final two weeks of the *Texas Ranch House* (Barreto, 2006) challenge in close association with Mrs. Cooke. Because of the commonalities in their attitudes and manners of expressing them toward the ranch hands and their manipulations of Mr. Cooke, the researcher wonders if both of these women esteem Machiavelli (1532/1992) and his views regarding power.

PBS Ombudsman, Professional Bloggers, and Commenting Viewers

Texas Ranch House (Barreto, 2006) was widely viewed and critiqued as it was broadcast. Several sites on the internet posted intermittent commentaries by regular bloggers and guest writers while others hosted forums in which viewers had ongoing conversations during, immediately following, and in between the multiple episodes. The following excerpts are representative and collectively support the observations, derivations, opinions, and assertions covered by the panel of expert assessors, Lencioni (2000), Cummins (personal communication, January 10, 2003), and the researcher.

May 3, 2006: Steven Johnson, reality TV and Texas Ranch House

Cooke’s cowboys think he’s putting his family’s creature comforts ahead of their professional needs and that his submissive attitude toward his wife is jeopardizing the ranch’s future. At the same time, Cooke’s wife thinks the cowboys are exploiting her husband’s desire to be liked and that their complaints

are fueled by sexism and petty resentments. Even Cooke's daughters are unhappy and want to go home.

. . . . I'm actually taking away some valuable insights. Cooke's problem is that although his natural management style is conciliatory and team-oriented, he never invested the time and energy required to forge his family and cowboys into a united team. Instead, they've split into two competing tribes, with him caught in the middle. He can't choose one group over the other, and in any event he lacks the force and authority to compel one group to submit to his will. But neither can he effectively ask either group to make necessary compromises, because they feel little allegiance to the team as a whole or to him as their leader. (Of course it doesn't help that his style of delivering bad news is reminiscent of *Office Space's* Bill Lumberg.) They may be negative lessons, but there's a lot to learn in there.

May 4, 2006: Lady Macbeth at the O.K. Corral

Mrs. Cooke . . . has one (modern) idea of how her intelligence should be channeled and accommodated and it's not happening for her. Without a Plan B, she bangs her head against the wall again and again; "Why am I not being included? Why was I not involved?" because you're the biggest drag since RuPaul? Because you have major control issues in any century? What junky brand of feminism is it that only consists of post-neglect nagging? Supply a scenario and Mrs. Cooke will only be aware of what her personal needs are and her preconceived notions of how respect is properly performed, without concern

for what effects she's actually having. Having done nothing, she nonetheless has insinuated herself into the center of all interactions, but it's not in some shrewd way you could admire. As a negative force she's easily reached the magnitude of impact she dreams of having via her own more ego-pleasing criteria.

May 4, 2006: Following "The Book"

Aren't the participants supposed to WANT to reenact the period they are living in for a few months? My impression is that is why they left "The Book" on the way things were done in that time period – to be sure that they are following the protocol of the times. The Cookes seem to want to "play" in the past with actions and ideas of the present.

As far as the Cookes making their livestock quota and being judged by the experts as successful, I can't believe they are so blind to the fact that the cowboys they dismiss as ingrates are the ONLY ones who can assure their success. I believe our narrator made mention of something along the lines of – back then, the cowboys would have all left to find work elsewhere with the treatment they received, and the Cookes would have found themselves high and dry. Now THAT would be entertainment AND justice!

May 4, 2006: Ed Bautista, Texas Ranch House: The Bitter End

The other day I talked about my interest in reality television as a management training tool, as well as my current fascination with the PBS reality show Texas Ranch House. . . . In the end, despite a successful cattle drive, the entire crew of

cowboys walked off the ranch two days before the conclusion of the experience, expressing their solidarity with a cowboy who had been unfairly fired.

As I expected, ranch “owner” Bill Cooke’s failure to knit his family and his crew into a cohesive unit, working toward common goals, proved to be his undoing. He compounded his failure with some tactical missteps (*Oh, so when it comes time to negotiate final wages, after 2+ months of conciliatory management, now you’re a hardass?*) but the fact that his wife, daughters, and household maid (on the one hand) and his cowboys (on the other) viewed each other not as comrades, or even as complementary teams, but as opposing forces insured that any conflicts would be magnified and that no one was going to cut anyone else any slack if there was a problem. And there were plenty of problems

OK, smart guy – what would you have done differently? Why I’m so glad you asked.

- Built a sense of team identity through shared experience.
- Spent more one-on-one time with every member of the crew.
- Discuss and understand everyone’s goals and responsibilities.
- Presented a united and consistent front to his crew.

Damn, everyone involved seemed to have a hard time, and I doubt if anyone looks back on the experience fondly. But this certainly proves Steven Johnson’s thesis that reality television is engaging not because it’s prurient, but because it’s cognitively demanding, and my corollary that these shows actually

provide some of the best management and leadership training materials you could possibly ask for.

May 5, 2006: Guest

Cooke's leadership skills were nonexistent, along with his ability to adapt. His wife tried to portray herself as strong woman, but she let the domestic side of the operation go to hell while she meddled in his business.

Cooke talked a good game, but didn't measure up in performance. He's hospital administrator IRL? Why is it that he wasn't sharp enough to keep better records? I hope he's mostly a bean counter and not in charge of many people.

Cooke should have been working 12-14 hour days, riding and working with the hands much of the time and keeping his records, instead he acted as if he was on a vacation instead of putting his heart into the spirit of the experiment.

The critique was very accurate. If I were Cooke's boss IRL, I'd be taking a close look at his work at the hospital.

May 8, 2006: Michael Getler, Cowboys 49, Ranchers 0

No ranch owner would have hung around the ranch house doing "honey do's" knowing the answer to effectively running the ranch would have been to have better rapport with his ranch hands by spending more time out on the range with the cowhands, evaluating the land, the cattle, the feed supply (the grass), the work being done, the water supply. Unless Mr. Cooke's time out on the range was drastically edited out, he seems to have spent more time at home than out being a real rancher.

Mr. Cooke's reaction to the Comanches left me flabbergasted.

Spellbinding, Mesmerizing, but Lacking

I feel the final evaluation about the future of the ranch was right on. Mr. Cooke definitely failed to realize the seriousness of losing his entire crew. Mrs. Cooke was so busy worrying about her "position" and standing on her principles that she jeopardized the ranch. I feel the crew was right about her being behind the indecisions of Mr. Cooke. After it was all over and she read the evaluations at the kitchen table she still didn't recognize that she was the cause of the friction between the ranch hands and the family. At pay time, Mr. Cooke was so intent on showing a profit that he could not reach a compromise with his hands who wanted to buy a horse from him. In other words, he did not recognize the job these men did for him and how much he needed them. The family housekeeping and "pitch in and help" was sorely lacking. They lived with the flies rather than do something about it. A garden was very important to families for food and it should have been attended and the food shared with the hands. Also . . . I certainly would have cleaned up those dishes and removed the manure from the front door. The girls even mentioned the smell caused by rotting food and did nothing about it. Mr. Cooke fired his cook for unsanitary conditions and the family did nothing about these conditions themselves.

Edgewater, MD

Mrs. Cooke is a manipulator who cloaks her selfish ego and desire in the guise of Feminism. This does a great disservice to all women. She's also a bully, trying to

force her will on those around her. If folks won't perform to her liking, she claims they're chauvinists. Mr. Cooke claims to have vast business experience, but I wonder how his employers view his performance?

Mr. Cooke seems to only consult his wife when making decisions as to the cattle ranching part of the endeavor. He never once asked how things are typically done or talked through problems and solutions with the top hand (who actually has experience). Why would a business owner make personnel decisions without consulting the manager of the area which will be affected? Baffling.

The Evaluation Upheld the Integrity

The Cooke family bred discontent.

May 15, 2006: Michael Getler, The Ombudsman's Mailbag

Ranch for Sale, Needs Work

This is one I did not expect to be posting, but two weeks after the eight-part, eight-hour, four-night "Texas Ranch House – 1867" series ran from May 1 through May 4, large numbers of viewers are still writing to me about it.

The mail this week has been, if anything, even heavier than the initial round. That the outpouring of viewer commentary continues seems to testify that this series was a grabber and touched lots of nerves. It has generated more mail – hundreds of responses – than any other program that I have encountered during my first six months here . . . The tone of the mail is still highly critical of the ranch family.

Duncanville, TX

Just as in the 21st century, employee loyalty was earned in 1867, and Mrs. Cooke's failure to understand that fundamental concept was the deciding blow to the sustainability of the Texas Ranch House. What was not made clear in the program was that Mr. Cooke's treatment of the ranch hands would have been known throughout that area of Texas. The next year, he would have only had the dregs of the labor market trying to get jobs on the ranch.

January 16, 2008: Definitely the most frustrating of all the House series

The ranch hands. They worked their butts off, were likable and funny. One of the best things on these shows is seeing the people who "become" their personas. . . The cowboys became dedicated to their work, and also to each other. They learned to work as a team, and even [the volunteer cook], the youngest, buckled down and took on a job he didn't really want and should no longer have been doing by the time of the cattle drive.

CHAPTER VI

CONCLUSION

Just before they signed the Declaration of Independence in 1776, John Hancock warned “There must be no pulling in different ways” and Benjamin Franklin replied “Yes, we must indeed all hang together, or most assuredly we shall all hang separately” (Brands, 2002, p. 512). Even in the context of 1867 Texas, it would have behooved everyone to recall and recognize the applicability of those admonitions when signing on as participants in the *Texas Ranch House* (Barreto, 2006) challenge. The founders of Cooke Ranch did not, however, take the pen in hand with the wisdom, commitment, or foresight our country’s founding fathers possessed. Unfortunately, they most assuredly did indeed hang separately. It is important to note that the reason for their ignoble fate is not unique to Cooke Ranch. The same reason has been, and too often remains, the bane to organizational optimization since long before our enterprising forefathers purposefully congealed their wills in commitment to a shared vision of national independence and sustainability. An exclusive reliance upon authority to compel performance can amount to suicide for an organization. McGregor (2005) observes “Exclusive reliance upon authority encourages countermeasures, minimal performance, even open rebellion” (p. 33). It was with just such a singular reliance that Mr. and Mrs. Cooke strangled the life out of their ranch, as with a reata and hangman’s noose.

McGregor’s (1960; 2005) Theories X and Y do not limit a leader to the exclusive practice of either theory. His contentions support Maslow’s (1954) earlier thoughts

pertaining to human needs, including the needs of followers. Accordingly, he asserts the practice of either Theory X or Theory Y should synchronize with the needs and wants of followers; the employees, in the case of Cooke Ranch. Therefore, McGregor posits from relational and situational leadership perspectives in asserting a leader's style and decision-making parallel his/her assumptions about organizational subordinates. In saying “. . . All managerial decisions and actions rest on assumptions about behavior,” McGregor (1985, p. 11) is unequivocal when making this point.

As observed and discussed, Mrs. Cooke was consumed by her need for authority and control. As the dominant member in the pair, she projected her personal needs onto Mr. Cooke. In the end, after his employees had rebelled and left en masse, and with his business inoperable and facing a bleak future, he enigmatically told the assessors “[The] tough guy approach is a far more effective method.” Clearly Mr. Cooke had yet to honestly face reality or comprehend McGregor's (2005) assertions regarding failure in the exercise of authority:

There are many circumstances, however, where the exercise of authority fails to achieve the desired results. Under such circumstances, the solution does not lie in exerting more authority or less authority; *it lies in using other means of influence* [italics original].” If authority is the only tool in the manager's kit, he cannot hope to achieve his purposes very well. . . .

The power to influence others is not a function of the amount of authority one can exert. It is, rather, a function of the appropriate selection of the means of influence which the particular circumstances require. Conventional organization

theory teaches us that power and authority are coextensive. Consequently, relinquishing authority is seen as losing the power to control. (pp. 38-39)

Mrs. Cooke assumed the appropriateness of Theory X and, consequently, Mr. Cooke relied on her assumption in relating to the crew. Both of them remained resolute in declaring success in achieving their minimalist objectives. The evidence suggests they may just as well have said “The surgery was a success but the patient died.”

The viewer has little doubt about which Mr. Cooke said “stood with principles and integrity.” The researcher-observer however, would if possible, probe Mr. Cooke with some questions in search of further convincing:

- Just who acted from a principled position, you or the aggrieved ranch hand and his teammates in the crew?
- If the “right thing” happened, for whom was it right?
- If the “right thing” did happen, why do you say it is too bad it happened the way it did?
- Can you, reflecting from a leader’s point of reference, agree the ranch hands can just as easily say the “right thing” happened and it is too bad it happened the way it did?

The expert assessors were concerned about the disdain Mr. Cooke had for his employees and their evaluation reflected that concern. George (2004) speaks of leading with heart and establishing enduring relationships. In doing so he says:

Sometimes we refer to people as being bighearted. What we really mean is that they are open and willing to share themselves fully with us, and are genuinely

interested in us. Leaders who do that . . . have the ability to ignite the souls of their employees to achieve greatness far beyond what anyone imagined possible.

Some leaders behave as though they have no compassion for anyone. . . . Far too many leaders wall themselves off from people who are experiencing the full range of life's challenges, hardships, and difficulties. They often avoid intimate relationships . . .

Developing your heart means following your own path and being open to all of life's experiences. It means being in touch with the depths of your inner being and being true to yourself. It requires that you know who you are, your weaknesses as well as your strengths. It is in developing compassion that we become authentic human beings.

The capacity to develop close and enduring relationships is one mark of a leader. As Krishnamurti says, 'Relationship is the mirror in which we see ourselves as we are.' Unfortunately, many leaders of major companies . . . just delegate the work to be done, remaining aloof from the people doing the work.

The detached style of leadership will not be successful in the 21st century. Today's employees demand more personal relationships with their leaders before they will give themselves fully to their jobs. They insist on having access to their leaders, knowing that it is in openness and the depth of the relationship with the leader that trust and commitment are built.

Enduring relationships are built on connectedness and a shared purpose of working together toward a common goal. (pp. 32-34)

In light of George's thoughts, there is little doubt regarding Mr. Cooke's lack of authenticity as a leader. The researcher finds it even more disturbing to note that Mr. Cooke did not apparently advance toward personal authenticity. When so eloquently writing about his years riding the range as a vaquero on some of the greatest cattle ranches in the world Rojas (1974/2010) says "A man never starts to learn until he discovers that he knows nothing" was one of the most quoted of the many old sayings heard on the ranches" (p. 410). Despite his defiant pronouncements to indicate the contrary, Mr. Cooke never acquired any pertinent wisdom from his experiences on Cooke Ranch. His display in this regard is at odds with the description of wise family business leaders provided by Aronoff and Baskin (2005):

They know that earning credibility is much more important than inheriting the right or the opportunity to lead. They understand saying 'My name is on the door, therefore you must do what I tell you to do' will sabotage their credibility.

. . . . There are so many things about leadership that are paradoxical; being able to combine patience and action; being able to build coalitions while at the same time being able to step out in front and say, 'This is the way we need to go;' being both deliberative and decisive; and being able to hear diverse voices but also able to bring the people behind those voices together.

Trust is the key factor in making all these paradoxical forces work to move an organization in the desired direction, particularly in a family business. (pp. 26-27)

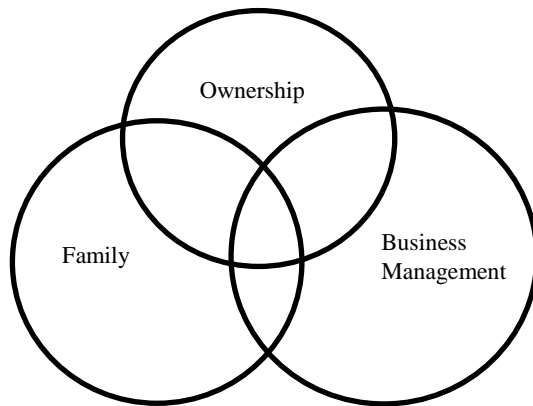
As a family business owner-founder and ranch manager, Mr. Cooke was as green as grass. His only qualification for the job was that he had been to school and could read and write, primarily accounting figures. This did not change during his two and a half months in the high-stakes crucible. The panel of expert assessors, Lencioni (2000), Cummins (personal communication, January 10, 2003), plethoric public sentiment, and this researcher-observer's notes and elaborations find Mr. Cooke wanting. Hubris betrayed and continued to disclose him.

The Intersection of Ownership and Leadership

The substance and essence of this case study suggest that ownership intersects leadership's values, purpose/vision of continuity across generations, ethics/trust, decisions, and aligned results at the point it overlaps the family and business subdivisions in the overall enterprise. Moreover, this vital amalgam of ownership and leadership must steward the distinct, critical interface of the family with the business (See *Figure 6*). Referencing systems theory in understanding family firms Poza (2007) states:

These families and firms have a commitment to family business continuity. Efforts to jointly optimize ownership, family, and management systems often indicate the family's desire to use the business as a vehicle for the transfer of important values and a proud history and at the same time strive for continued improvement and growth. (p. 11)

Figure 6: Ubiquitous Venn diagram of a systems theory model of family business originally credited to Tagiuri & Davis, 1982



Therefore, Mr. Cooke’s lack of specific intent regarding multigenerational sustainability and trustworthy stewardship of the overall organization are virtually antithetical to sound family business ownership and leadership. Rojas (1974/2010) contends “There are men who do things in such a way that other men see something of genius in their actions . . . their methods never fail to delight the beholder” (p. 181). This researcher beholds no such qualities in Mr. Cooke as he carried out his roles and functions in the context of Cooke Ranch. Mr. Cooke never achieved personal synchrony with his responsibilities as a family business leader or the circumstances in which Cooke Ranch existed. Regarding the state of mindfulness in a good leader Carroll (2007) says:

Ask any ecologist, military strategist, or urban planner, and he or she will be the first to say that all organizations function as a living organism, requiring care, planning, and holistic thinking to keep them healthy. But for mindful leaders, such a holistic approach is not simply a way to *think* [italics original] about

organizations but is also how we *behave* [italics original] when we are open, synchronized, and in tune with our circumstances. (p. 159)

It is further noted that Mr. Cooke not only outwardly behaved disingenuously toward the Cooke Ranch organization but also failed to ever undertake the kind of personal work that is necessary when a leader pursues inner authenticity. Carroll (2007) describes such work on one's self as "an unfolding from the inside out" in mindful behavior "that engages, appreciates, and lends a hand to others" (p. 179). Additionally, Carroll views these leader behaviors as having the effect of establishing a "field of power" and states "leaders who express such a field of power exhibit four marks: elegance, command, gentleness, and intelligence" (p. 179). This researcher found no evidence indicating Mr. Cooke ever glimpsed, much less established, the authentic leadership within which this kind of field of power thrives, particularly where the business and its management interfaced with the family in the Cooke Ranch organization.

Texas Ranch House as a Useful Medium in Teaching Leadership

This researcher is an adult learner with a wide base of experience. According to Dewey (2006), Knowles (1978), Knowles, Holton, and Swanson (1998), Kolb (1984), and Lewin (1951) this experience is the most definitive characteristic the researcher brought as a student undertaking the self-directed analysis of *Texas Ranch House* (Barreto, 2006). Therefore andragogy, rather than pedagogy, is the learning theory of greater pertinence in this discussion. The fact that the researcher is a longtime leadership

instructor, veterinarian, and recently enjoyed an opportunity to manage on a full-time basis two family-owned, Texas cattle ranches is significant in his body of experience.

This television miniseries is a multilayered, multidimensional case study that focuses on a key issue: an owner-founder's leadership in a family-owned, start-up, cattle ranching business. Viewing the program in a DVD format enabled the student to view key scenes multiple times and thereby develop a near-personal relationship with the subject leader and various situations in which the leader was engaged. Studying the film in this manner accorded an individualistic epistemology in which the student considered his observations. Because the key scenes of the most noteworthy situations included other people as well as the leader, the deliberate considerations aided the student's understanding of more than just the leader. The morphing contexts and additional people contributed to the student's learning about organizational structure, dynamics, communication, and culture as well as followership along with leadership. The student-researcher submits that one of the most significant outcomes of constructing his own meaning throughout the analysis of the film is a more appreciative comprehension regarding the salience of followership as the measure of leadership.

Simply having an academic command of leadership theories and models does not make one a leader. However, according to Callahan and Rosser (2007) such knowledge can enhance the understanding of leadership and the reasons behind leader-follower dynamics unfolding as they do. Yet facilitating the movement of a learner's grasp of these connections from mere knowing to real understanding is more easily said than done. In addressing this challenge Cummins (2007) explains "Leadership educators face

an instructional challenge not unique to other disciplines – giving life to theories and realistic examples of representative models in practice” (p. 143). An evocative film can not only accelerate recognition but also enrich a student’s appreciation of a leadership theory’s appropriate application. Williams (2006) submits that leadership educators realize principles of andragogy and experiential education work well with leadership theories and find movies helpful in their teaching methodologies.

This student-researcher found the exercise of analytically viewing *Texas Ranch House* (Barreto, 2006) to be an especially educational experience because the miniseries vividly portrayed the human aspects of organizational life. As is the nature of reality television programming, the program presented a workplace situated in a fictional context of ranching in 1867 Texas but the participants are real 21st century people; none of them film actors. The participants experienced genuine leader-follower dynamics that are every bit as real and challenging for members of 21st century businesses, especially those in family firms. With the exception of the youngest ranch hand, who gave up his role as a rider to serve in the less romantic role of bunkhouse cook, and the youngest Cooke daughter, who started an in-house sewing business, none of the participants behaved commendably if evaluated in terms of organizational citizenship. Organ (1988) defines organizational citizenship behaviors as:

Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the

clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable. (p. 4)

Few behaviors fitting this description occurred in the Cooke Ranch organization. There was little observable evidence of a fundamental willingness to cooperate across the overall ranch community. The lack thereof began at the top – Mr. Cooke, the owner-founder, and his spouse. It is indeed remarkable that when the broadcast ended one of the ranch hands said “All you have to do is live here and make it work. That’s the one thing the Cookes did not do; they didn’t embrace it and make it work.” This researcher interprets the ranch hand’s sentiment as saying the Cookes did not act with the appropriate spirit. This omission in their attitudes and behaviors was most evident in their failure to cultivate the kind of followership that a healthy organization manifests. The undesirable fate of the Cooke family business demonstrates that despite the degree to which leadership and followership might, potentially, emerge in an organization neither will optimally materialize unless offered in the appropriate spirit.

Reflectively processing the details of organizational life in this film stimulated significant cognitive and emotional attachment to the student-researcher’s own perceptions of leadership, followership, and citizenship in an effective organization. Lencioni (2000) speaks of leading a healthy organization that is uncompromisingly clear on what it is about and where it is going. Cummins (personal communication, January 10, 2003) speaks of leading an effective organization that can only be considered as such

because its values, purpose, vision, goals and results are in unwavering alignment.

Drucker (1980) provides his view of organizational citizenship by stating:

The employee on all levels from the lowest to the highest needs to be given genuine responsibility. . . He must be held responsible for setting the goals for his own work and for managing himself by objectives and self-control. He must be held accountable for the constant improvement of the entire operation. . . He must share responsibility in thinking through and setting the enterprise's goals and objectives, and in making the enterprise's decisions. This is not democracy; it is citizenship. (pp. 192-193)

Blackshear (2003) speaks of increasing organizational productivity by focusing on the development of exemplary followers and offers a Followership Continuum for use in measuring workforce performance levels. This student-researcher respects and embraces each of these advocacies; more especially, however, when they are considered collectively. Like the essence of an enduring family business (Chua, Chrisman, & Sharma, 1999), the greatness of other organizations is something more than the sum of its parts. The same can be said for leadership. Leadership is leadership wherever it is occurring and its essence is influence, but the factors that account for influence are legion and vary across actors, contexts, and situations.

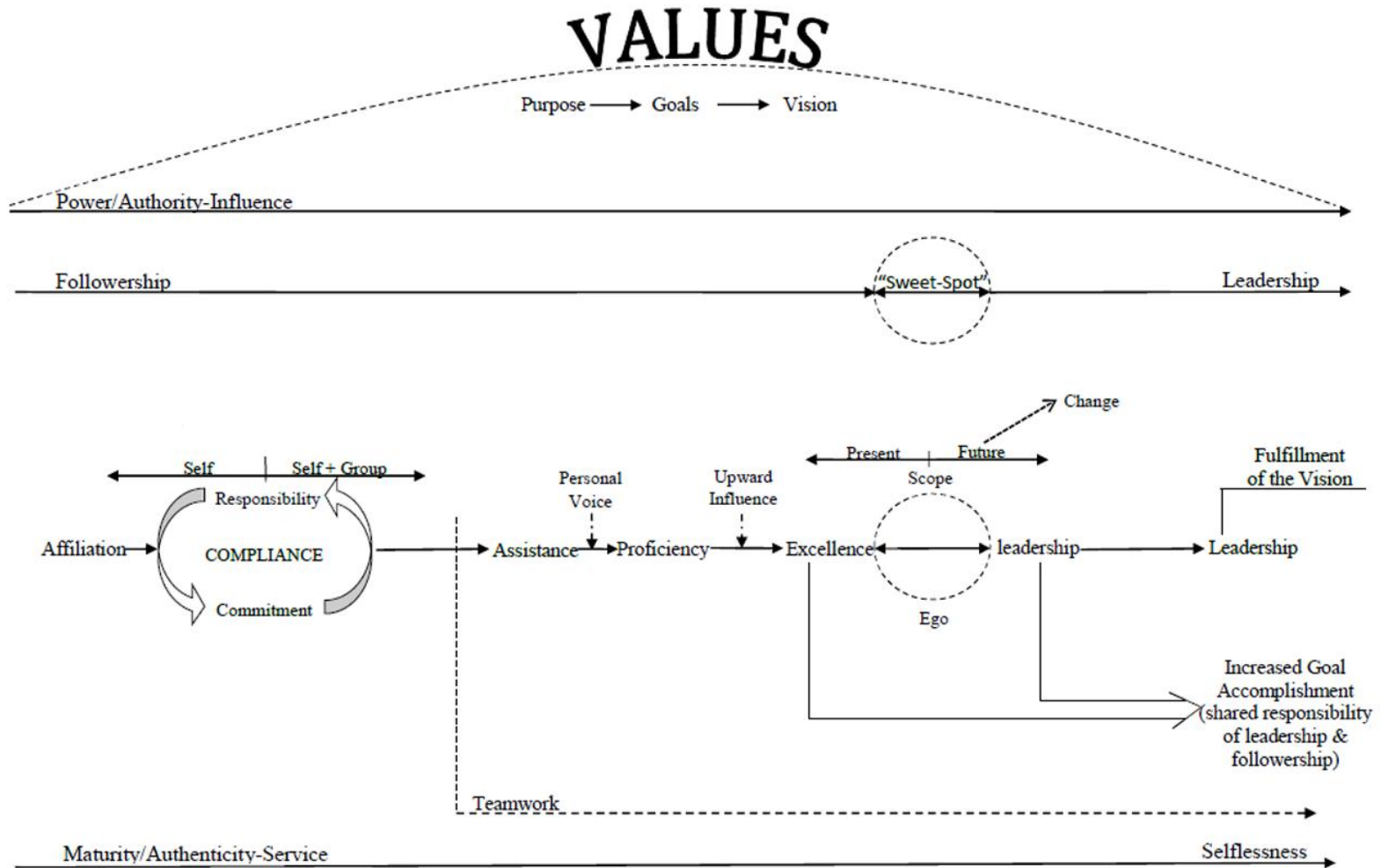
Upon weighing the perspectives of Organ (1988), Lencioni (2000), Cummins (personal communication, January 10, 2003), Drucker (1980), Blackshear (2003), and Chua, Chrisman, and Sharma (1999) against his own observations and analyses of *Texas Ranch House* (Barreto, 2006), this student-researcher thinks they all must appeal to a

spirit of collaboration and cooperation. In reality this spirit requires leaders who can and will follow at times and followers who can and will lead at times because they must all be contributing organizational citizens. Moreover, the important contribution that traits, intentions, behaviors, and skills make to good leadership and good followership notwithstanding, genuine organizational citizenship requires authenticity in its practitioners. This student-researcher applauds Townsend (2009, p. viii) when she shouts “THERE IS NO F-R-A-U-D IN LEADERSHIP” and believes the same applies to excellent followership. Mr. Cooke behaviorally challenged Townsend’s assertion while attempting to lead Cooke Ranch and thereby forfeited the future of his family-owned business.

The discordant norms in the Cooke Ranch community eventually spawned a destructive storm, largely because the owner-leader was neither passionate nor inspiring in terms of organizational health and long-term continuity. Mr. Cooke failed to build a well-aligned organization and the members responded to him without palpable cohesiveness in their purpose, meaning, and commitment to making a difference. While he liked to talk about having principles, Mr. Cooke seldom personally walked any talk that either demonstrated or engendered the fundamental principle of organizational citizenship. Badaracco (2006) emphasizes that leaders must be able and willing to stare reality in the face. Mr. Cooke, however, either could not or would not confront his reluctance to be held personally accountable for his own shortcomings in terms of organizational citizenship.

A case analysis of *Texas Ranch House* (Barreto, 2006) elicits the construction of mental models. Divisionist models appear overly pruned. The leadership canvas invites more than the impressionist's dots and hyphenated shapes. Intentionally connecting the dots enrich and enliven the canvas with clearer images which reveal the dynamism so real in an organizational landscape. With specific respect for Blackshear (2003), whose Followership Continuum he adapts, and deference to each and every scholar referenced in this dissertation, this student-researcher humbly draws upon their work in offering a holistic representation of leadership and followership in a culture of organizational citizenship on the final page (See *Figure 7*). Imagining this skeletal sketch as a multidimensional, vitally interconnected, and fully animated model instead of the basic linear rendering here prompts this student- researcher to recall his first childhood lesson in loose but useful Latin translation – excelsior: onward and upward. Individually and collectively being true in the practice of such a motto would have served all in the Cooke Ranch community well, greatly influencing a much altered ending to this facet of the Cooke family legacy.

Figure 7: Maturing and contributing as a citizen in an aligned organization



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APPENDIX A

OBSERVATIONS

Episode 1: *A Home on the Range*

1. Historical setting: summer of 1867, Texas; post-Civil War, Reconstruction. The ranch, hereafter called Cooke Ranch, comprises 10,000 acres.
2. Organizational participants (15 people, per narrator): ranch-owning Cooke family (five), girl of all work, foreman, ranch hands (six plus a top hand, or *el segundo*), and cook (*cocinero*).
3. Excepting the top hand, the participants are categorically introduced to the viewer as city-slickers and greenhorns. A ranch hand (Jared) speaks about “The word they have out here, they call it the *try*. I have the *try* to make it all the way so I will do my best.”
4. Mr. Cooke is a hospital comptroller. Mrs. Cooke is a homemaker. They have three teenage daughters: Vienna, Lacey, and Hannah; 19, 17, and 14 years of age respectively.
5. The foreman (Stan) is a 56 year-old, retired Army colonel. Because of his position, he has a room in the owners’ ranch house.
6. The cook is a 52 year-old, professional chef. His “kitchen” on the ranch is outside; an open-air extension of the bunkhouse.

7. All of the ranch hands working on day-one are single. They range from 19 to 35 years of age. They come from three countries and represent several states within the U.S
8. Business challenge: establish a sustainable family-owned cattle ranch. In the words of Mr. Cooke “The whole idea is to make it out here. . . . Gather as many mavericks as possible and then sell them for a profit.”
9. Business cycle and performance horizon: 2½ months with a hard deadline. The broadcast’s opening narrator states “It’s going to take character and guts to experience how the West was done.”
10. At the first general assembly of the bunkhouse crew, called by the foreman (Stan) for the purpose of reviewing individual responsibilities as outlined in a handbook prepared by PBS, the cook (Nacho) shows up without his handbook and is unprepared to discuss the responsibilities attached to his role.
11. Mr. Cooke says “I don’t know what it’s going to be but it doesn’t matter to me because it’s a business. What I’ve learned about all this is it’s just a business and I’ve been doing that my whole life. So it’s just a matter of what the elements of the business are and how many people you need to do it.”
12. The foreman (Stan) has the ranch hands digging post holes for a horse corral and generally tidying up the ranch buildings and premises prior to the arrival of the Cooke family and working horses.
13. An ample, productive vegetable garden adjacent to the owners’ house is supplementing the cook’s food supply and his ability to vary the menu.

14. The cowboys begrudge doing work they do not perceive as cowboying (i.e., being horseback). One ranch hand (Jared) smilingly says “The arrival of the horses is like a new beginning.”
15. The ranch-owning family members and ranch employees are not introduced to each other when the stage delivers the Cooke family and girl of all work (Maura) to the ranch.
16. Mrs. Cooke expresses excitement about being the rancher’s wife and recites the duties the viewer might consider the traditional and significant roles of such a wife in 1867, and then says her “challenge will be not being perceived as the tyrant.”
17. The girl of all work (Maura) describes her position as being the lowest in the ranch hierarchy, exceeding only that of the dog.
18. Mr. Cooke’s first directions to the foreman are about guarding his daughters’ honor. The foreman responds by saying if Mr. Cooke will give him the ground rules he will then share and enforce them with the ranch hands.
19. Mr. Cooke says “. . . I’m going to be the boss of this operation. I don’t have anybody telling me what to do. I don’t have to worry about something that I might say that could be interpreted the wrong way. I get to lay down the law and determine the culture and the rules of how to operate the ranch.”
20. The foreman says his impression of Mr. Cooke is that he is a business man.

21. Mr. Cooke says he and the foreman (Stan) have a good relationship “. . . and it wouldn't be appropriate for me to get in his business as far as running the ranch and the hands that go with it.”
22. One of the ranch hands (Shaun) says he does not know who the garden belongs to and supposes it is up to the owners to decide.
23. Mr. Cooke decides the family will eat alone after the cook (Nacho) prepares and, along with the rest of the bunkhouse crew, presents the owners with their first supper on the ranch. The foreman (Stan), whose sleeping quarters are in the owners' house, is shown eating at the bunkhouse with the hands.
24. Mr. Cooke suggests to Mrs. Cooke that she should partner with the cook (Nacho).
25. A ranch hand (Shaun) realizes the crew may not get to associate all that closely with the family of owners.
26. A worship service, which includes the ranch hands, is held at the ranch house on the first Sunday after the owners' arrival. Mrs. Cooke conducts the service.
27. In the foreman's absence, an older ranch hand (Jared) is left in charge and the other ranch hands quickly dub him “lieutenant colonel” and challenge his authority.
28. Mrs. Cooke struggles with building a cook-fire but does not consult with the cook (Nacho) regarding how he manages the fire upon which he prepares food for the bunkhouse crew. She relinquishes the task to one of her daughters.

29. A ranch hand (Ian) voices the hands' impression that they work much harder than their foreman (Stan) and that the foreman simply grandstands for Mr. Cooke.
30. The ranch hands spend their "down time" constructing less important leather items rather than making their saddles and tack ready for the riding that is to come.
31. Mr. Cooke notes that his crew of ranch hands is not yet a well-oiled machine and some, if not all of the individuals, lack focus.
32. When the remuda of horses arrives, the foreman (Stan) honors traditional ranch hierarchy and permits his top hand (el segundo) to pick the first horse. The foreman then selects a horse for himself.
33. The viewer is not privy to how the ranch hands were rank ordered in terms of making horse selections but the last in the order (Johnny) assumes it is because the foreman (Stan) likes him the least.
34. Mr. Cooke's first talk to the whole crew is an address in which he states what he expects in good personal behavior (truthfulness; initiative; respect/courtesy toward him and his family). He also states the behaviors (lying; disrespect, especially toward the women in his family; laziness) which will lead to the termination of a ranch hand's employment.
35. A ranch hand's (Shaun's) horse spooks and pulls down a hitching rail as the result of a struggle the foreman (Stan) has with his own horse at the same rail. The foreman requires this hand to rebuild the hitching rail while the foreman and

the rest of the crew go for their first ride and look at their ranch country. The cook (Nacho) assists in rebuilding the hitching rail.

36. Mr. Cooke goes with the crew on the first ride into the ranch country.

Episode 2: *The Good, the Bad, and the Colonel*

1. The foreman (Stan) persists in having the ranch hands complete a working pen that will adequately handle the wild cattle when they are brought in for marking.
2. Mr. Cooke is anxious to see more “cowboying” from his crew; riding in search of cattle, checking water sources, etc. He decides to set some goals and establish a sense of urgency in the minds of his employees.
3. Mrs. Cooke, along with her daughters and the girl of all work (Maura), establish a project list, assign tasks, and determine the things they need from the ranch hands in order to get things done.
4. Mrs. Cooke describes all the women of the house as “go-getters.”
5. The Cooke’s middle daughter (Lacey) says she and the other Cooke girls do not share the passion that Mrs. Cooke has for family history and an adventurous lifestyle.
6. The girl of all work (Maura) says she is out of her element in doing work around the house, envies the ranch hands and the lives they are living, and that the women work harder and without acknowledgement.
7. One of the ranch hands (Shaun) says he and the guys think the women have it really easy. He thinks this is okay within his perception of the gender roles fulfilled by frontier women.

8. Ranch hands (Ian, Johnny, and Anders) watch but refuse to assist the Cooke daughters or the girl of all work in handling the cows and calves during the milking.
9. The girl of all work (Maura) says “The guys are not being asked to sacrifice anything except creature comforts and the women are being asked to sacrifice themselves.”
10. The middle daughter (Lacey) says Mr. Cooke is less exhausted and more fun to be around on the ranch than he is when doing his real, 21st century job.
11. Mr. Cooke tells the women of the house he is “. . . afraid if we start feeding the cowboys they might start hanging around like the cat, and I don’t want that to happen because they have work to do.”
12. A ranch hand (Ian) says the toughest adjustment for the crew has been the food; the monotony of eating the same sparse food nearly every meal.
13. Both the foreman (Stan) and Mr. Cooke acknowledge a growing tension between the foreman and cook (Nacho).
14. A ranch hand (Jared) speaks about some friction between the crew and the foreman (Stan) and says “Some of the guys are just not used to taking any orders at all.” Two hands (Ian and Johnny) express hatred for the foreman and mock him.
15. The foreman (Stan) contends that he is “not concerned about being liked and disliked.” He does, however, value being viewed as fair.

16. Leaving the foreman and some of the hands to their tasks around the corrals and bunkhouse, Mr. Cooke, the foreman's top hand (Robby), and two other hands ride out to gain a better sense of the layout of the ranch's grazing land. The top hand is shown pointing out to Mr. Cooke the ranch's boundaries.
17. Mr. Cooke observes the foreman (Stan) in a physical altercation with the cook (Nacho) and fires the foreman.
18. Mr. Cooke promotes the top hand (Robby) from his position as el segundo (i.e., "second") to that of foreman. He informs the ranch hands that "As of now Robby's the new boss."
19. With no indication to the viewer that Mr. Cooke ever talked with the cook (Nacho) about the incident with the now-fired foreman, Mr. Cooke tells the cook how happy he is with him, thanking him for his work.
20. One ranch hand (Jared) explains that he thinks the cook (Nacho) took advantage of the former foreman, provoking him into the shoving incident.
21. Instead of moving into the foreman's room in the owners' house, the new foreman (Robby) decides to remain in the bunkhouse with the crew.
22. Mr. Cooke observes an immediate improvement in the crew's productivity under the new foreman's (Robby's) oversight but also voices a concern about an apparent inability to be tough. He states that he "will be bringing him [Robby] along in terms of managing the men."
23. Two ranch hands (Ian and Jared) remark that the new foreman (Robby) is doing well in his new role. Ian says Robbie ". . . knows when to step back as well as

step up. He doesn't always have to be the head horse and barking out orders.”

Jared says “Robby’s doing an excellent job. He’s got a really great way of motivating people. There’s people who talk loud and there’s people who yell at you. And then there’s people who give instructions softly and everyone has to focus in.”

24. Mr. Cooke calls the crew together and lays out what he calls the “financial plan.”

He tells the ranch hands they must find and gather between 70 and 80 cows in order for him to “make the wages and make the mortgage.” However, the narrator informs the viewer “In less than two months he must claim and sell enough cattle to cover the cost of the first season on the ranch. . . . But in fact Mr. Cooke’s calculations are seriously flawed. He actually needs to claim nearly 200 head to keep the ranch afloat.”

25. Mr. Cooke describes his leadership style as very much hands-on and all about teamwork; not about dominance and submission. After saying “I’m going to be out there participating in what’s going on,” Mr. Cooke decides not to join his crew on their very first cow hunt. He stays at home to perform domestic chores for Mrs. Cooke.

26. Mrs. Cooke says “I come up with the ideas and he [Mr. Cooke] executes them.” She goes on to say “I was the driving force to get us here and I felt like I disappeared. I’m kind of doing the backbone job. I’m holding it up; I’m getting it ready; I’m moving it forward. But it’s so not about me you have to trust those around you will recognize that.”

27. The new foreman (Robby) wants his crew to get used to riding through the rough country of the ranch before their first go at actually gathering and driving wild cattle. They ride for more than 20 miles and return to the ranch without seeing any cattle.
28. It is the cook's (Nacho's) job to wake the ranch hands each morning. Since he has no timepiece, he never knows what time it actually is when he rouses the crew. The cook is frustrated over not having a clock and the hands are perturbed with the cook for waking them at - what they believe to be - outrageously early hours.
29. With culinary contributions from their girl of all work (Maura) and the productive garden, laying hens, and milk cows the Cooke family is eating well but the cowboy cook (Nacho) lacks sufficient foodstuffs so the ranch hands are getting minimal meals with little variety, plus they are suffering with foodborne diseases. In the words of the narrator "Nacho depends on the generosity of Mr. and Mrs. Cooke to get his hands on any of these items" such as the owners' supply of fresh eggs, milk, and vegetables.
30. The Cooke's have been on the ranch for two weeks but it is not until most of the ranch hands have missed some work due to illness that Mrs. Cooke visits the bunkhouse "kitchen," intending to follow through on a prearranged meeting with the cook (Nacho). The cook avoids meeting with Mrs. Cooke by hiding out in his room. Mr. Cooke has come to the bunkhouse with Mrs. Cooke and, distracted by the sight of a cemetery, they both abandon their mission to attend to the cook's

needs - and thus the dietary needs of the crew - and together they walk up a hill to explore the cemetery.

31. As he did with the first deliberate hunt for cattle, Mr. Cooke also decides not to participate in the second search.
32. The ranch hands locate a dozen head of cattle. The new foreman (Robby) assists the green crew only as necessary and the hands learn quickly to work as a team and successfully drive the cattle to the pens.
33. Mr. Cooke wants to reward the crew for what he expects to be a very successful gather by having Mrs. Cooke oversee the preparation of a special supper for them. In going about her task, Mrs. Cooke discovers an uncooperative, if not disrespectful, side of the cook (Nacho). Their conversation reveals the cook's frustration over not having access to the provisions the owners are enjoying in their family meals.
34. When the bunkhouse hands gather at the owners' house for Mrs. Cooke's specially prepared meal their own cook (Nacho) does not accompany them.
35. Mrs. Cooke expresses her reservations about exposing the ranch hands to the variety of foods she has had prepared when, in her mind, these items will not be available at the bunkhouse.
36. The ranch hands are overtly appreciative of the fine meal and openly discuss how they would like to eat this way every day. The new foreman (Robby) says "We're going to round up every day boys!"

37. Preparing for a big 4th of July celebration brings everyone on the ranch together in better spirits. The bunkhouse cook (Nacho) makes a goat stew to contribute to a meal that is to be shared by everyone on the ranch and the invited guests.
38. Mrs. Cooke takes the lead in welcoming the guests and coordinating the festivities at the 4th of July feast and celebration. One Cooke Ranch hand (Jared) is shown enjoying a dance with the ranch's girl of all work (Maura).
39. A small party of Comanches goes unnoticed as they observe the 4th of July gaiety taking place at Cooke Ranch headquarters. After everyone has either gone home or gone to bed the Comanches stealthily advance on Cooke Ranch headquarters and steal horses out of the ranch's remuda.

Episode 3: *The Cookie Crumbles*

1. Two of the ranch hands (Ian and Shaun) discover that ten horses are missing from the remuda. Two additional hands (Jared and Anders) examine the corral and, finding no corral boards missing or gates left open, conclude they have been "horse rustled." Apparently feeling the effects of the celebratory day and late night before, everyone in the Cooke family is still in bed.
2. Once out of bed and outdoors Mr. Cooke explains that the first thing they do every day is spend about 1½ hours watering the garden and on this particular morning his middle daughter (Lacey) had run back from the milking pen to tell him the hands said all but a couple of the horses were gone. He goes on to say that his first thought was "Why the heck didn't someone tell me this sooner?"

3. There is no immediate effort to track the missing horses. All of the ranch hands eat breakfast together before saddling some of the remaining horses to ride in pursuit of those stolen. A comment by Mr. Cooke indicates that over an hour passed between the time the theft was discovered and when the viewer sees any of the hands mounted and leaving headquarters.
4. Mr. Cooke does not accompany the crew on their search for his horses.
5. The narrator informs the viewer that the women on Cooke Ranch are becoming frustrated with the male-dominated culture of 19th century Texas. Mrs. Cooke follows in saying “I have goals just like everybody else does; that’s what they’d like to see at the end. But in dealing with the cowboys it hadn’t occurred to them that we had, as women, something in mind, or I would have something in mind that I was looking for out here.”
6. The Cooke’s middle daughter (Lacey) says “I’m almost kind of jealous of like the cowboys and the foreman because they know what they’re supposed to do and I don’t always know what I’m supposed to do. Out here I’m just one of the daughters, one of the girls, who just sits in the background or, you know, whatever. I want to say that I got through this whole thing but it feels like forever. . . . I rely a lot more on social interaction. I need that balance of guys and girls and that’s why I’m more eager to do something than just sit here and wait for the men, even if that’s more historically accurate.”

7. The youngest Cooke daughter (Hannah) says “I am the youngest one out of everybody and sometimes it feels kind of isolated. You feel alone, left out a lot. so I try to do something to kind of keep my day busy.”
8. There is a fly problem and flies are swarming the house. The narrator informs the viewer that this problem stems from not moving the animal manure far enough away from the house. Mrs. Cooke says “It [fly infestation] has been a war and I am determined to win.”
9. As the ranch hands are shown being unsuccessful in their search for the stolen horses the narrator informs the viewer that without enough horses the future of the Cooke Ranch is in jeopardy. The crew returns to ranch headquarters without having caught even a glimpse of the missing horses.
10. After riding in search of the horses, one ranch hand (Anders) is ill and immediately goes to bed. The narrator says the cook’s (Nacho’s) food is the suspected cause. The hand’s own explanation is “With Nacho’s food, it’s just kind of filthy.” One after another, most of the hands inform the viewer they have all suffered various degrees of diarrhea, nausea, etc.
11. The cook (Nacho) says “I think a lot of these guys have a 2005 notion of what food should be and this is not a culinary environment. This is a survival environment.”
12. Mr. Cooke decides to talk to the cook (Nacho) about health and safety concerns regarding the food being served to the ranch hands. The cook responds “I got sick myself. I don’t think it’s the food.” The remainder of the exchange largely

consists of the cook continuously talking over Mr. Cooke, even as Mr. Cooke says he is putting the cook “on notice.” The cook eventually says “I don’t need unnecessary criticism for a job that’s very difficult to begin with.”

13. Having overheard the exchange between her husband and the cook (Nacho), Mrs. Cooke reminds Mr. Cooke about the rules in which he stated a complete intolerance of lying. She goes on to say “What seriously concerns me about him not acknowledging he got those boys sick - more than once - is that you can’t fix anything that you won’t admit you’re doing.”
14. The Cooke’s middle daughter (Lacey) thinks her father “. . . is in the worst position of all of us. I think he’s having the hardest time, because we all look to him to make the decisions and to get things done. It’s just so much pressure and I really think he’s doing the best he can. I think he’s doing a good job. I think it’s been a big learning experience for him.”
15. On the second day following the theft Mr. Cooke decides to go with the ranch hands in search of the horses. They find five of the horses grazing as a bunch and the entire crew drives them back to headquarters. The ranch hands, joined by the Cooke’s youngest daughter (Hannah), while away the remainder of the day on foot, roping practice dummies.
16. On the third day following the theft of their horses Mr. Cooke uses some of the ranch hands working saddles to take the women of the house on leisure ride while all of the hands stay at headquarters. Two of the hands (the only two with the necessary skills) spend this time shoeing horses. The narrator reminds the

viewer that the ranch is in possession of only 12 head of cattle and the whereabouts of five of the horses remains unknown.

17. One ranch hand (Anders) expresses his understanding about the women on the ranch wanting to go riding but also remarks he does not think Mr. Cooke should accommodate their wishes by interrupting the crew's ability to conduct the daily work that requires them to be horseback. The narrator informs the viewer about the availability of two side-saddles that the women could be using instead of the stock saddles needed by the ranch hands.
18. The owners' youngest daughter (Hannah) knows the ranch hands view the women's ride with Mr. Cooke as nothing more than a pleasure ride. She, however, says "I have to disagree with that because being out here is a chance in a lifetime. In 1867 a ranch owner would have taken his family out and shown them the land because eventually one of his sons or daughters would have inherited the ranch."
19. Mr. Cooke realizes his miscalculation in determining the number of cattle the ranch needs. The narrator informs the viewer that beyond the number of cattle needed for immediate sale, business sustainability requires the ranch to sufficiently stock itself with breeding cattle. The narrator puts things in perspective for the viewer by stating "The news puts the cowboys under serious pressure. They only have about six weeks left to round up 188 head."

20. The new foreman's (Robby's) lifetime of experience in tracking, roping, gathering, and moving cattle while horseback is becoming increasingly evident, as is the ranch hands' deepening admiration and respect for him.
21. The ranch hands invite the Cooke family and the girl of all work (Maura) to the bunkhouse for "an evening of theater." Two of the hands (Ian and Johnny) perform a stylized "fight" in imitation of a martial arts film, including their own exaggerated, out-of-synch voice-overs and sound effects (courtesy of Jared). This get-together serves its purpose in generating laughter and relaxation. One of the ranch hands (Shaun) says "There's been a lot of laughter around camp and that excites me because laughter is the outward manifestation of something much deeper – joy and contentedness and optimism. All those things are very important to the success of this ranch."
22. At the end of a rainy day the ranch hands return and find that no meal is prepared. One of the hands (Jared) takes it upon himself to start a fire, cut up and cook skillet full of potatoes and squash, and roll a mess of meatballs. The cook (Nacho) berates him for being in his "kitchen" and doing everything wrong. Mr. Cooke is at the bunkhouse and witnesses part of the ongoing exchange between the cook and the ranch hand. The narrator informs the viewer that the cook feels unappreciated by everyone and blames Mr. and Mrs. Cooke for not giving him adequate supplies.
23. Still agitated by the ranch hands impromptu preparation of supper for the crew, the cook (Nacho) speaks to the viewer after Mr. Cooke and the hands have

disbursed. Although he fumes over the poor quality and meager amount of provisions passed along to him by the ranch owners (Cooke family), his main message is that he and the hands are fully aware of who is running things on the ranch, and it is not Mr. Cooke.

24. Mr. Cooke overhears the cook's (Nacho's) rant and terminates him. On his way off the ranch the cook (Nacho) tells Mr. Cooke to "Feed your men. And don't let your wife run your life!"
25. Shaun explains that he has been helping the departed cook (Nacho) some and is more familiar than any of the other hands with the bunkhouse "kitchen." Mrs. Cooke and the rest of the women of the house come to assist Shaun in assessing and organizing the bunkhouse food supplies and cooking area. Useful supplies are found to be seriously low. Mr. Cooke decides to consolidate the remaining supplies with those in the ranch house kitchen. Mrs. Cooke will provide morning and evening meals for the ranch hands until other arrangements can be made. The narrator explains that the ranch hands are subsequently unhappy about the Cooke family controlling all of the food supplies and, thus, having to depend on them for their meals.
26. One of the hands (Anders) explains that he and the rest of the men feel they are "guests" at the owners' house. Interaction between the ranch hands and those occupying the owners' house is strained and minimal during meals. Mrs. Cooke summarizes the household's perspective on the tension during the shared meals as an "attitude of disrespect." The new foreman (Robby) says the hands are

offended by the owners' apparent notion that they are doing the hands a favor by feeding them.

27. One of the ranch hands (Shaun) sees the opening in the bunkhouse cook's position as "a chance to do something different and too good an opportunity to resist." Mr. Cooke accepts his offer to take on the duties of cooking for the bunkhouse crew.
28. Mr. Cooke addresses the loss of a ranch hand to the cook's role by saying he will talk with the foreman (Robby) about whether the ranch needs another hand immediately or simply in time for the looming cattle drive.
29. One of the ranch hands (Ian) perceives the new cook (Shaun) as having sold out on the crew at a time when as many men as possible, working in pairs, are needed in the daily hunts for cattle.
30. Mr. Cooke says "This [dealing with people and change] is a hard thing to do . . . every day."
31. The new bunkhouse cook (Shaun) asks the Cooke family if he can spend time with them in learning more about cooking. The owners - in the person of the middle daughter (Lacey) - agree to this, at least until a new shipment of supplies arrive and the bunkhouse stores are replenished.
32. Two horse traders arrive at the ranch and Mr. Cooke asks the ranch hands to gather and help him pick the best horse to purchase. Although two of the sale horses are described by one of the traders as "nice, sound, good cowponies," the ranch hands select a young, "green-broke stud colt" (i.e., untrained stallion).

33. Mr. Cooke, the girl of all work (Maua), and one of the ranch hands (Anders) are careless with a spooky horse being used to pull the wagon while the crew and family are gathering firewood. When the horse bolts the wagon ends up damaged beyond repair. The narrator points out to the viewer that gathering wood (a never-ending chore on a Texas ranch in 1867) without the use of the wagon “will be a much harder job, as will carting away the ranch’s manure.”

Episode 4: *The Great Divide*

1. Mr. Cooke says “We’ve tried to integrate with them, merge with them and function as one unit but we can’t get past the fact that the bunkhouse operates independently of the ranch owners’ house. And I’ve been battling that ever since we’ve been here.”
2. Mr. Cooke tells the new foreman (Robby) that he and Mrs. Cooke have decided to return to the original operational routine with the bunkhouse and owners’ house having separate meals.
3. The narrator informs the viewer that Mr. and Mrs. Cooke want to keep their family as far away from the ranch hands as they possibly can.
4. Mrs. Cooke says “The cowboys don’t like to be told what to do. I’ve come to realize that in a way they’re just dictating all the rules of the game. And so, am I playing their game or am I playing my game? Is it their ranch or is it supposed to be our ranch? As soon as you let the employees start dictating all of the rules and methods of behavior and what you’re gonna do, I mean it’s chaos. So we need to be laying out the rules that work for us.”

5. The narrator informs the viewer that “In the 19th century a ranch owner’s wife would not have been involved with the management of the ranch hands. There is growing resentment among the cowboys at what they see as Mrs. Cooke’s interference in their affairs.”
6. One of the ranch hands (Anders) says “Mrs. Cooke definitely wants to run things. I mean it’s obvious. But Mr. Cooke hired me. That’s the boss. She’s not the boss.”
7. A ranch hand (Ian) remarks “Just the way that family’s treated us, if this were 1867, like, we all would’ve moved on to the ranch next door. None of us would be here.”
8. Mr. Cooke says “There’s been the threat of the cowboys all walking off looming over the ranch and finding myself, you know, without hands come time to do a cattle drive is a bit of a challenge.”
9. One of the ranch hands (Jared) shares his perspective on the ranch’s management as “The chain of command, in formal terms, would be Mr. Cooke wants something done he asks Robby; Robby asks the cowboy; the cowboy does it. Cowboy wants something from Mr. Cooke the cowboy asks Robby; Robby asks Mr. Cooke; Mr. Cooke asks Mrs. Cooke; then we find out if we get it.”
10. Mr. Cooke acknowledges the ranch hands resentment of Mrs. Cooke when he says “Out here if my wife’s involved in any cowboy activities there seems to be resentment about that. So, my wife and I will be working very much as partners

but I'll be the voice-piece of any decisions we make as a unit." The narrator expresses the possibility that "Mr. Cooke's strategy may be too late."

11. The narrator explains that after four weeks on the ranch the cowboys' lack of respect extends toward the entire Cooke family. Two of the hands (Ian and Johnny) not only stand and watch as two of the Cooke's daughters (Lacey and Hannah) struggle to manage the calves while milking the dairy cows, they also refuse Lacey's direct request for their assistance. Explaining the dysfunctional relationships from her perspective, Lacey says "Instead of calling it Texas Ranch House, I'm calling it Sexist Ranch House because that's how everyone seems to view it, at least in my house."
12. The narrator tells the viewer "Mr. Cooke realizes he must keep the cowboys focused on the greater goal of the ranch - finding cattle." Mr. Cooke follows on saying "The part I'm working on with the hands at this point is stepping up the motivation level, stepping up the initiative. They have a function to perform out here and it's a pretty simple one. And that is riding as many hours as their bodies can stand, cover as much ground as their horses can take, get to know this land, find the cattle that are out here, round 'em up, and take the ones to market that we want to take."
13. The new foreman (Robby) says "Mr. Cooke, he needs to realize right now things are where they can get better, where he can meet his quota, but if he does not separate the business from the home deal I think it's just going to interfere with

each other. And I think if he were just to let us do our jobs, I think things would go a lot smoother.”

14. One of the ranch hands (Jared) tells the viewer “Cowboy work, it’s so romanticized! You’re sore; you’re tired; your back hurts; . . . you’re getting saddle sores; and it’s hard. We road over a hundred miles this week, right. . . . I’m making note of it because it’s a first for me.”
15. The narrator states “The goal of 200 cattle looks increasingly unrealistic. And Mr. Cooke still needs to find a market for his beef.”
16. The ranch is running out of food. Mr. Cooke says “Even the cats and the dog are hungry right now.” Mrs. Cooke says “I knew it would be hard but I really believed that we could overcome it. So, I had innocent optimism that, yeah, that’s true but we can do it.”
17. There is no choice but to ration food. One of the ranch hands (Anders) says “The work we do is just we burn so much calories and energy or whatever, you know, and we hurt! It’s like you’re so hungry that’s all you think about – food, food – you know.” The new cook (Shaun) says “I’m really happy that the guys have understood the food deficiency problem. You know you work with what you have, make the best of what you’ve got.
18. The ranch is out of feed for the remuda. Mr. Cooke decides to turn some of the horses out to graze in the pasture. Out of the corral, the horses roam away from headquarters. The horses still in the corral are ridden for the bigger part of a day

in the process of chasing down the roaming horses and returning them to headquarters.

19. The girl of all work (Maura) explains “Mr. Cooke decided that he needed as many people as could to go out after the horses. I wanted to exploit the situation and I requested permission to just get on one of the horses bareback with a halter and go after them, which I know is a big no-no even though I had the boss’s permission.” The narrator explains “. . . Riding bareback and alone on the open range is seen as dangerous one-upmanship by the cowboys.”
20. After her ride the girl of all work (Maura) explains “There are all of these things that keep happening in which the workforce of the cowboys keeps diminishing. And so, in my opinion, what should happen now is that somebody with the capability to fill in should fill in. I would rather be cowboying. The problem is that the cowboys as a whole are very adamant that I not invade their space. But I could work side-by-side with them and help them do a better job. But they’re not really open to that possibility, as far as I’m aware.”
21. The ranch hands talk about their camaraderie and how much they enjoy their conversations in the evenings at the bunkhouse.
22. Mr. Cooke allows his ranch hands to have whiskey at the bunkhouse. The narrator tells the viewer that “Mrs. Cooke feels that the cowboys’ nighttime carousing is fueling their daytime rebellion.” Mr. Cooke decides to take control of all the alcohol on the ranch.

23. Disgruntled by Mr. Cooke's decision to take all alcohol away from the ranch hands, one of the hands (Ian) says "Mr. Cooke needs cattle. In order to get cattle he needs cowboys. In order to get the cowboys he needs to keep them happy and fed. If I were in his position I think I'd probably try to take care of the cowboys a little bit more and put his wife in her place, because she dictates everything that he says and every action that we do comes from her." Another hand (Anders) follows with "I mean he just has to, I don't know, grow some balls. . ."
24. Mr. Cooke says "I certainly don't want to be perceived as somebody who is here merely as a puppet, no. And I'm not. My input is valued by my wife and her input to me is valued by me. We can make better decisions together than we can independently. That's how we've always viewed things in our marriage. That's why we've lasted more than 20 years."
25. Mrs. Cooke states "They're [ranch hands] are between 24 and 35 years old and they're all single. So I wouldn't expect them to have a wide breadth of experience when it comes to understanding marriages and understanding the give and take."
26. A ranch hand (Jared) says "I'll tell you, it is hard to move between both houses. Whenever anyone spends a little too much time with the Cooke house you do get, you know, slanted looks when you come back to the bunkhouse. . . . The Cooke girls, I think, are very nice. They're out here and they've always been really polite to us. So I don't mind going over and socializing with them. I think that's fine. But I just keep it on a very courteous and professional level, as I would

anyway. . . My favorite one in that whole bunch is Hannah so when I heard she has a sewing business I said I'm going to give Hannah some business. This'll be fun."

27. One of the ranch hands (Jared) places an order for a new shirt with the Cooke's youngest daughter (Hannah).
28. The girl of all work (Maura) has gained competence and confidence in handling her work. She says "I almost feel like what next? Because my biggest problem is boredom and dissatisfaction . . . I'm gonna need something big to pull me through the rest of the summer."
29. The freighter's wagon load of supplies arrives. The ranch hands find nothing of real interest to them other than the ranch's preordered food provisions. The Cooke family is enthusiastic about purchasing a variety of items which, in relative terms, are luxuries on the frontier. The narrator explains that the soap they buy is an avoidable expense since it "is usually made at home from animal fat and lye made from hardwood ashes, both readily available on the ranch."
30. Mr. Cooke has to swap a gallon of the ranch's whiskey as partial payment on the amount owed the freighter. The narrator tells the viewer "The cowhands are appalled to see one of their recently confiscated whiskey kegs being traded for ladies' toiletries."
31. The freighter also delivered the ranch's mail. One of the ranch hands (Ian) reads that one of his best friends was tragically killed. This news prompts him to reflect "about the future; what I'm gonna do; the big picture, not just here." The

cowhand decides to return home and leaves the ranch the next day. The Cooke's middle daughter (Lacey) shows some emotion over the situation and sends him off with a hug. The girl of all work (Maura) shakes hands with him. As he walks off the ranch the hand tells the viewer "I'm glad I came. . . . I've learned so much out here just about life lessons, and about myself, and about other people, and teamwork, hard work, patience, integrity, honesty. I learned a lot."

32. The ranch hand (Johnny) having the closest relationship with Ian says "It's the worst thing happening to me, him having to leave. When you've been with somebody the whole time . . . to lose them like *that*, it's almost like they're dead. It's really hard to adapt quickly." Mr. Cooke realizes the ranch hands have galvanized and are very much a team unto themselves. He calls the loss of Ian "Definitely a loss. . . . Those guys have become real tight down there [in the bunkhouse]. They're like brothers. So they're experiencing it as a group as well."
33. Mr. Cooke is concerned about the significantly diminished size of his crew and is thinking about trying to add another hand. Recognizing how "tight" the crew is at this point, he is worried about introducing someone new and that person's ability to "work their way in."
34. Buffalo soldiers (9th Cavalry) from Fort Santiago, located about 50 miles away, visit the ranch. They present a letter to Mr. Cooke in which the Army states a desire to purchase at least 100 beeves originating from nearby sources and at or below market price. These food-source animals need to be delivered to Fort Santiago between August 27 and September 10. The narrator informs the viewer

that “Mr. Cooke has just received the most important news of the summer. He has found a buyer for his cattle.”

35. The ranch currently has claimed a herd totaling 85 cattle. The ranch needs to assemble a herd of at least 200 cattle. The sale cattle must be located, claimed, and re-gathered for a drive beginning in less than five weeks in order to arrive at Fort Santiago in the specified timeframe.
36. Mr. Cooke introduces all of his ranch hands to the buffalo soldiers. The entire Cooke family also socializes with the soldiers, during which time one of them tells the youngest daughter (Hannah) he wants to purchase a shirt from her.
37. The girl of all work (Maura) informs the viewer “I’m going to tell Mr. Cooke today that. . . I don’t know if I’m going to give him an ultimatum or not, but I should be out there working and I should go on the cattle drive because there aren’t enough hands on deck, and it would be appropriate for me to do that because I have the skills. I know the guys are going to be really unhappy about it but I want to show that even though it’s 1867 we’re not 19th century people. We’re 21st century people and I have just as much of a right to help out this ranch as they do.”
38. One of the ranch hands (Jared) says “This is a message for Maura. Being a cowboy out here isn’t about ability. It’s about trust and we’re worried that we couldn’t trust you. You have ever since you’ve gotten here had a chip on your shoulder and we’re worried that if you went out there to ride with us you would ride with that chip on your shoulder. And that chip is that I’m better than you;

I'm a better rider than you. I know what I'm doing. I will prove it to you. And when you get to proving things out here you get yourself in trouble and you get the people around you in trouble.”

39. The girl of all work once again speaks and says “I would rather be a hero to all the women who are watching this show than try to be liked or try to disappear or try to do what many people are telling me is the right thing because that’s just not who I am, and I don’t think it’s the right thing. I should be out there working with them . . . and they don’t have to like it. I don’t think that they have the right to tell Mr. Cooke what he can and cannot do on his own ranch.”
40. The girl of all work makes her appeal to Mr. Cooke. He does not commit himself either way. He decides to ride with the ranch hands as a replacement for the recently departed hand (Ian).
41. Mr. Cooke informs the viewer “I have constant pressure on me to give her [Maura] a chance to show she can go out and do the cowboy work. It’s a powder keg of a decision, however. . . . If I ask the guys to embrace her into their little club they may just refuse to work. They might quit. They might say forget it. If you want her out here you can do it yourself ‘cause they sense she’s trying to prove that she can do it too.”
42. The new foreman (Robby) is shown effectively continuing in a process of giving his crew on the job training as they gather and drive more cattle.
43. At the end of a day on which Mr. Cooke rides with them in successfully gathering more cattle, the ranch hands request that they again have access to

whiskey. Mr. Cooke agrees on the condition that any hand who misses any work as a result of drinking will have his wages docked. Having been given the whiskey the crew quits working for the day even though they have not brought the milk goats in from grazing. Mrs. Cooke says “And guess how mad I am that Mr. Cooke gave them all the whiskey!”

44. Mrs. Cooke confronts Mr. Cooke in front of their daughters about giving the whiskey to the ranch hands, and having done so without consulting her. This, and the fact that the hands are derelict in their responsibility regarding the goats, prompts Mrs. Cooke to declare “These girls are not going down there to milk again!”
45. The Cooke’s middle daughter (Lacey) says “She’s [Mrs. Cooke] seen as the nagging wife out here by the bunkhouse. And as the woman playing my father as the puppet; which I don’t think is true at all. . . . It’s never her just telling him what to do at all.”
46. The narrator tells the viewer “The constant tension and bickering are taking a toll on the entire ranch.”
47. Mrs. Cooke tells her middle daughter (Lacey) “See, I’m very preoccupied with protecting the women on this ranch.”
48. The Cooke’s middle daughter (Lacey) explains to the viewer “I kind of expected to bond more as a family and become like a unit; like a team or something corny like that but it’s hard ‘cause out here it’s very concentrated tension. And it’s like every day something happens and we just have to talk about it for an hour.

49. With the girl of all work (Maura) by her side, Mrs. Cooke says “There’s always this underlying threat of mutiny. If Mrs. Cooke gets involved, mutiny. If Maura rides, mutiny. If Mr. Cooke has to come over and get in our face, mutiny. If you fire one more person, mutiny. Well, I say play their hand!”
50. Speaking to the viewer, Mr. Cooke says “To me, it didn’t feel like it was going to be an awesome responsibility in that, you know, the amount of money that we’re managing, the amount of resources that we have here isn’t that big compared to things I’ve done before. But in some ways some of the people part of it has been quite challenging. As an employer, or as a person who’s hired many people, if I find people of the personality that I would’ve expected in 1867 I’d hire ‘em in a heartbeat, and I’d train ‘em. Because I hire attitude more than I hire skillset; that’s just the way I work. And having my family being so close to being in the middle of what I might do in terms of making business decisions, you know, having them second guess me. Well why’d you do that, why didn’t you do this? Suggesting that I should handle things other ways, and I’ve never had that before. I don’t have my family looking over my shoulder at work. It doesn’t feel like the halfway point. It feels like it should already be over. It seems like it’s been an eternity but there’s a lot more to do in this adventure.”

Episode 5: *Showdown at the Cooke Corral*

1. It is 9:00 a.m. and the entire bunkhouse crew is still asleep. The narrator informs the viewer that the hands on the Cooke Ranch rarely begin work any earlier, in stark contrast with the routine for ranch hands in 1867. The narrator explains “In

the old days, come rain or shine, cowboys rose before dawn and often worked 18 hour days.”

2. To make a profit Mr. Cooke needs 200 cattle and is currently 83 head short. The cattle drive is to get underway three weeks from now.
3. Saying “I really resent having to be put in this position,” Mr. Cooke (with Mrs. Cooke at his side) criticizes the ranch hands for having a poor work ethic and flagging productivity. He continues with “. . . You work for me. And I’m telling you today, right now, that every one of you is replaceable! And I don’t care if every one of you walked off. I expect any request I make to be instantly jumped to. My wife makes a request, I expect the same. I own this place and you guys work for me. You’re not cowboys, you’re hired ranch hands. Hired ranch hands do whatever the owner tells you to do. I’m looking for a major turnaround, guys!”
4. As Mr. Cooke scolds the ranch hands one of them (Johnny) interrupts by saying “Well if you dared tell the truth. . .” and Mr. Cooke responds with “Shut up! I’m not talking to you! You work for me!”
5. The new foreman (Robby) appears very uncomfortable throughout the meeting in which Mr. Cooke forcefully delivers his feelings of dissatisfaction. Mr. Cooke notices the foreman’s lack of eye-contact with him and demands that the foreman remove his hat so he can see him and requires another hand to move so there is no longer anyone obstructing the line of sight between himself and the foreman. The foreman eventually responds by saying “We’ve made double rides, morning

and evening. Yes, we have taken a break like everybody else. We have to change horses; we've been ridin' the hell outta them horses. But if you want us to just stay out there I know how to do this. It's my job; I know how to do it. I'll do it the way I know. But if you want to do it different I will do it the way you want to do it.

6. A ranch hand (Anders) says "Kinda like us coming into your world of accounting and just telling you how to do things; we have no clue. Robby has plenty of experience with animals. I don't know about your background but you come here and act like we don't know nothing about it." To which Mrs. Cooke responds "So you think Robby should be in charge of the ranch?" The ranch hand says "No. He'd probably rather be out there doing the work instead of just being around here. He's the one; he's the one got the experience, you know. I mean y'all don't have no experience out here. He's the one." While Mr. Cooke sits silently at this point Mrs. Cooke says "But you know that running a ranch also has to do with the business side of it. Does he have years and years of experience in that?" The hand answers "I don't know." Mrs. Cooke jumps back in saying "That's interesting because you don't want, you're making a comparison that Mr. Cooke doesn't have a certain amount of experience so how could he play that. So what I'm saying is, everybody has to respect everybody else's knowledge and you really need to determine, I think, who is running the ranch. It's very clear how you guys feel you're operating a ranch all on your own; under Robby. And we're saying that's not it." A second ranch (Jared) enters the conversation by

saying “I believe that’s your impression ma’am.” Mr. Cooke continues to remain silent.

7. Mrs. Cooke tells the ranch hands “It actually means a lot to us. It really truly means a lot to us. You guys have made it clear early on that it actually doesn’t mean a whole lot to you. Except for you came here to cowboy.” A ranch hand (Anders) responds “You think we would be here if we really did not wanna be here? You honestly think that? Just tell me if you honestly think that.” Mrs. Cooke comes back with “You’ve made it clear why you want to be here, and it’s not about the success of the ranch or unification or anything else; it’s about cowboying.” Finally speaking again, Mr. Cooke asks “Anybody else have anything to say?” The new foreman (Robby) says “With your permission, I think we better go find some cattle.”
8. A new ranch hand (Rob) arrives. He is 31 years old and married. He is also the son of a cattle rancher. The Cooke’s invite him for breakfast as the rest of the ranch hands, to whom Rob has just introduced himself, ride out. During breakfast with the entire family Mr. Cooke tells this newly arrived hand “I’ve been sorely disappointed in the lack of initiative and hop-to-itness. Been kind of a party to some of the guys. Coincidentally to your ridin’ up I read ‘em the riot act, and they’re gonna hate my guts right now. And that puts you in a little bit of an awkward position because I might have a rebellion on my hands. Don’t get caught up in the he said, she said gossip stuff, you know. We are the most

approachable people you'll ever find. You might hear the rumor that we withhold food; couldn't be farther from the truth."

9. One of the older ranch hands (Jared) and the new foreman (Robby) address the viewer. The hand says "It [Mr. Cooke's earlier speech] doesn't really change what I'm out here for or what I'm gonna do. 'Cause I always work hard and I always keep my word." The foreman says "First of all these people don't know squat about being a cowboy; the ones that are judging my cowboys. And second of all they haven't seen 'em work out there. So to be judging my cowboys, I think that's a pretty bad thing for them to be doing."
10. Mrs. Cooke says "I was immensely proud of my husband today during that meeting. And I know what it took for him. And I know that anybody who meets Bill [Mr. Cooke] likes Bill. He's just a terrific, likeable, honest guy. What you see is what you get, and it was very difficult for him to take that kind of a stand with them."
11. The Cooke's middle daughter (Lacey) says "It was really heartbreaking to hear some of things that they would say [during earlier exchange with Mr. and Mrs. Cooke]. And I just realize, you know, I can't really be good friends with these people [ranch hands]."
12. A ranch hand (Jared) informs the viewer that "There are no other 1867 ranches we can go and work at, but if there had been, I believe some of these men might have left a long time ago. And if we had gotten up and left that table yesterday, well, I don't think you would have made your mortgage payment."

13. The girl of all work (Maura) says of the newly arrived ranch hand “Both sides like him. He can be the olive branch.”
14. The new ranch hand says “You can tell they’re [Cooke family] really good people. Meetin’ everybody else, I guess there’s a lot of drama going on.”
15. The bunkhouse conversation reveals that the ranch hands are proud of their work in claiming cattle for the ranch, building new pens at headquarters, and improving the overall health of the ranch’s horses. It is also apparent that the crew suspects Mrs. Cooke of being behind Mr. Cooke’s “coming at them the way he did” earlier in the day.
16. On the morning following Mr. Cooke’s angry talk with the ranch hands the crew gets off to an early start. Mr. Cooke rides out with hands and explains “I want them to feel supported in their efforts.” One of the hands (Johnny) says “Mr. Cooke being out here now is kind of futile because all we’re doing out there is just getting cattle and Robbie can perfectly well organize us to do that and, Mr. Cooke, he’s not especially needed.” Shortly thereafter Mr. Cooke is shown wandering off from where he is supposed to be assisting two other riders with a small bunch of cattle. Concerned for Mr. Cooke’s well-being out in the wide open pastureland, one of the riders (Jared) goes after and retrieves him. The crew returns to headquarters for lunch and the customary change of horses. Mr. Cooke does not ride with the crew on the afternoon hunt for cattle.
17. The crew continues to gather new cattle and the narrator informs the viewer that Mr. Cooke believes his speech is delivering dividends in an improved ranch hand

work ethic. Mr. Cooke says “It seems like the forceful approach is what’s gonna work out here.” The ranch hands have a different view of the state of affairs, however, and one of them (Jared) says “Sometimes as a manager you feel like you’re not important, that maybe you’re impotent and that you’re not really doing anything. A good manager will take that moment to innovate, find efficiencies, or to encourage and reward his workers. What happened here was a middle-manager’s gambit where you gather them all together and say you guys are doing a horrible job but you know in the back of your mind they’re going to continue doing the same job because they’re good people. And then later on you go, wow, things are working really great, I must be a really good manager.” Mrs. Cooke believes “The performance meeting was the first thing that kicked anything into gear. And they said you’re wrong, you’re wrong, we’re gonna prove you wrong. Well, the truth is they’ve worked amazing since that meeting. Performance is up. Morale is up. They wanna prove us wrong, go for it!”

18. The newest ranch hand (Rob) is a good fit with the rest of the ranch hands and strong bonding is apparent in the team. One of the original hands (Johnny) says of the newest hand “He’s the perfect person to come in at this time.”
19. Mrs. Cooke tells Mr. Cooke she’s decided that she really doesn’t need a maid. Mr. and Mrs. Cooke tell the girl of all work (Maura) they want her to help on the final gather and cattle drive. Mr. Cooke explains that there will be a need to take care of the remuda on the trail drive, as every hand will be riding more than one horse every day. Mrs. Cooke informs the viewer that “Maura’s passion is to be a

ranch hand But on the other hand, selfishly though, I wanted at least a piece of this experience to be just my family in the ranch house.”

20. In order to prepare the girl of all work (Maura) for her new role as a ranch hand she is sent off the ranch for training. Mr. Cooke does not tell the ranch hands she is leaving the ranch or his intentions regarding her use in the final gather and trail drive.
21. The new bunkhouse cook (Shaun) has a friendly relationship with the Cooke daughters. He has a cordial conversation with the middle daughter (Lacey) about the availability of eggs for his use in feeding the crew.
22. Just prior to an announcement to the new foreman (Robby) that the “girl of all work” is going to be doing some cowboying, Mr. Cooke says “He may not want to work with her personally, and that’s okay, ’cause we don’t need him to.” Mrs. Cooke adds “I think to us it’s really about what’s good for the ranch. And if more hands, skilled hands, are good for the ranch, then there’s nothing to argue with.
23. This conversation between Mr. Cooke and his foreman (Robby) begins with Robby congenially talking about a plan he has for an overnight hunt for cows in a far distant pasture. Mr. Cooke says he likes Robby’s idea then brings up the angry dressing-down he gave the hands a few days ago. Mr. Cooke says “I just want you to know that nothing was meant personal in any of that. And it wasn’t directed at you.” Robby answers with “I can honestly tell you, man to man, that I was disturbed by how everything was said and the way I was made to look out there. To me, I can’t forget about it. I take great pride in what I do. And to have

somebody that does not know about it come and put their foot down and try to make me look bad, that's a bad insult. And I'm not going to let them do it. I will die out there Nobody's gonna bring me down. That's my way of life." Mr. Cooke decides not to mention his intention to insert the girl of all work (Maura) into the team of ranch hands. The foreman leaves the conversation saying "I think we kind of understood each other. He didn't have to show any power. We were talking man to man and I think that's the way it should be."

24. Mrs. Cooke overhears Mr. Cooke's conversation with the foreman (Robby).

After Robby leaves the house Mrs. Cooke tells Mr. Cooke "I was shocked to hear you say that none of it [dressing down] was directed towards him because it was. Robby has shown you disrespect since the beginning. There is no excuse for it. I would hate to see any backtracking in progress through these kinds of conversations. Because what you stood for that day is as valid today as it was then. . . . It makes me mad at myself that I let him manipulate that. . . . It floors me, being a 21st century woman who's been a business owner, who's been in corporate America, who's run a household, that I go sit in a corner so as not to upset a chauvinist. It floors me that I let that happen. It betrays everything I am. And everything that you love about me." Mr. Cooke says "That's true." Then Mrs. Cooke says "I'm never going to do that again."

25. The Cooke's middle daughter (Lacey) informs the viewer that "He [foreman, Robby] kind of has a power over my parents and the way they're functioning as a

partnership and it's totally breaking that apart. And that's totally throwing them off because they're not used to working that way.”

26. The new bunkhouse cook (Shaun) is left at ranch headquarters when the crew goes on an overnight cow hunt. He expresses sadness over not getting to go enjoy this along with the ranch hands among whom he originally rode on a daily basis.
27. The overnight cow hunt is successful. The new cattle it yields brings the Cooke Ranch tally to 174.
28. A ranch hand (Jared) approaches Mr. Cooke about swapping a portion of his wages for one of the horses. The \$25 the hand offers will give Mr. Cooke a profit of \$1 in the trade. Mr. Cooke does not consent but says he will consider making the deal.
29. Mrs. Cooke encourages Mr. Cooke to tell the ranch hands about their plans regarding the girl of all work (Maura). Realizing how incendiary the news is likely to be to the bunkhouse crew, Mr. Cooke remains reluctant to disturb ranch relationships again.
30. The narrator informs the viewer that Mr. Cooke has talked to Mrs. Cooke about selling the ranch hand (Jared) the horse he offered to buy. They decide to make the deal and together they inform the hand.
31. The new bunkhouse cook (Shaun) tells the viewer that while spirits are currently high around the bunkhouse, he has come to view such a moment in time as a “lull before the storm.” He goes on to say “. . . I have this feeling of impending doom.

And maybe one reason for that is Maura [girl of all work] disappeared all of a sudden; nobody really knows what's going on with Maura.”

32. The two ranch hands (Anders and Robby) who have farrier skills are teaching Mr. Cooke how to shoe a horse. Mr. Cooke appears to be enjoying it and says “thanks” to Robbie for his assistance in shaping a shoe.
33. The Cooke’s youngest daughter (Hannah) says “When Maura [girl of all work] is gone we kind of relax and we’re more friendly to each other. I kind of noticed that the camp was more happy. I like Maura. I think she means well but I think she’s the one causing the conflict around here.” As Hannah is speaking the viewer sees the Cooke’s middle daughter (Lacey) and one of the ranch hands (Johnny) enjoying a friendly conversation and hearty laugh over by a hitching rail near the bunkhouse.
34. The Cooke women have stopped wearing most articles comprising an 1867 ranch woman’s daily outfit. The narrator says “Most days the Cooke girls wear little more than 19th century underwear.”
35. On the day the girl of all work (Maura) is due back from being trained as a working ranch hand, Mr. Cooke goes alone to the bunkhouse to get the new foreman (Robby) for the looming conversation about the girl of all work (Maura). As they walk toward the owners’ house Mr. Cooke says “We’re gonna head down to the ranch house . . . chat. Nothing bad. I’m not trying to surprise you.” Mrs. Cooke is waiting for them at the table where Mr. Cooke sets them down to talk. Mr. Cooke tells Robby he wants to have Maura as the wrangler

with the remuda on the cattle drive, have Anders herd cattle and not manage the remuda, and let Maura assist Shaun. Robby responds by saying “. . . It’s like introducing a new breed of cattle. I mean I can tell you what I would do, what I recommend, but then it is your decision.” Mr. Cooke asks Robby to gather up the rest of the crew so he can deliver the news to them as well. While Robby is making the walk back to the bunkhouse Mrs. Cooke tells Mr. Cooke “We just need to stay on task. It’s a business decision. And feel comfortable about it.” Mr. Cooke responds to her in the affirmative.

36. When Mr. Cooke tells all the ranch hands his plans for the girl of all work (Maura) one of the hands (Jared) asks “Did you ask Robby if he thought the five of us could drive those cattle?” Mr. Cooke answers “I did not ask Robby. . .” Jared then asks “So this is your decision?” To which Mr. Cooke responds “It is my decision, yes.” Mrs. Cooke speaks up at this point saying “It can’t hurt to have additional help. I don’t need the help in the house. Somebody could be hurt, you know, and you could be down a hand the next day and not even know it.” Mr. Cooke now says “And that’s my concern. At any given time any one of us could go down, and that’s also part of my thinking.” Now the new cook (Shaun) seeks clarification by saying “Now do I understand that Maura’s roles aren’t real clearly defined yet? She’s preparing to be part of the drive but she’s not . . .” Mr. Cooke then says “Right” and Shaun asks “Can she cook?” As Mr. and Mrs. Cooke simultaneously answer “Yes” Shaun says “Because I can ride?” To which Mr. Cooke says “Okay. Do you want to ride?” Shaun then looks at Robby who

asks “Do you want to ride?” Shaun turns back to face Mr. and Mrs. Cooke and nods his head yes. Now Mrs. Cooke says “She can cook but she doesn’t cook three meals a day here. She didn’t cook before she came. She does not possess the experience that you do.” Shaun counters by saying “I was looking forward to, you know, going back to cowboying in time for the drive and having somebody else cook. I just wanted to bring that back up.” Mrs. Cooke says “I think you’re far better equipped than she is to do it but her job out there, in a very primary way, will be to make sure that your job is easier to do. And assisting you.”

37. As the ranch hands walk away after Mr. and Mrs. Cooke’s meeting with them, one of them (Jared) says “One more promise broken. Who Cares? They all add up to nothin!” Also, another hand (Johnny) declares to the viewer “We don’t trust her. She’s out there to prove something, which is quite dangerous.”
38. Mr. Cooke explains to Mrs. Cooke that the new cook (Shaun) “applied for the cook job with the request that he not have to do the cattle drive as a cook. He did do that. And I think we should consider his request and see if we can figure out a way to make it work.” Mrs. Cooke responds “Well Mr. Cooke that’s another pot of beans for you to stir because you’ve already had a conversation with Maura [girl of all work] as well.”
39. Regarding the dictate about the girl of all work (Maura), the newest ranch hand (Rob) tells the viewer “I think the part that bugs me most is that Robby [foreman] wasn’t involved in the initial decision process at all.” The foreman (Robby) says

to the viewer “Mr. Cooke decided that now he’s going to take things into his own matters and just go over me. That’s just crappy!”

40. Mrs. Cooke tells Mr. Cooke “Just so you know, if this were a man coming in it wouldn’t be an issue. Ponder that one too.”
41. One of the ranch hands (Jared) assures the viewer “This whole thing has nothing to do with the fact she is a woman. It really doesn’t. It has to with that she is Maura [girl of all work]. If it had been a butler and not a maid we would still be having this same discussion.”
42. The girl of all work (Maura) returns to the ranch and is greeted by Mrs. Cooke with a hug.

Episode 6: *Lords of the Plains*

1. The duties previously borne by the former girl of all work (Maura) have been reassigned to the Cooke daughters. Although Maura wants to immediately assume the role of ranch hand, Mr. Cooke is reluctant to force her into the bunkhouse crew’s long routinized approach to accomplishing work. The narrator says “For now, Maura is in limbo.”
2. Mr. Cooke is riding with the ranch hands on cow hunts. On one particular hunt shortly after the former girl of all work (Maura) returns fresh from her training to be a ranch hand, the crew – including the new bunkhouse cook (Shaun) - finds a small bunch of cattle in a rough canyon. Mr. Cooke is shown mounted but simply watching as the hands are popping brush and roping the wild cattle in order to “mark” them without having to drive them back to the pens at headquarters.

3. The Cooke Ranch cattle tally is now 184.
4. There is a Comanche scouting party making camp just seven miles from the canyon in which the ranch hands successfully attempt the traditional method of working maverick longhorns on the open range. No one on Cooke Ranch is aware of the Comanches.
5. The Cooke daughters keep all five goat kids as pets.
6. The former girl of all work (Maura) is altering her new pants and making herself a pair of chaps. The narrator advises the viewer that a woman in 1867 would never have dreamed of wearing either of these.
7. While riding the line, the new foreman (Robby) and one of the hands (Jared) discover the Comanche camp. They recognize some of the horses in the camp as being some of those rustled from the Cooke Ranch remuda during the night of July 4. Though unarmed themselves they approach the camp and see that the Comanches are carrying weapons. The Comanches receive the Cooke Ranch men into their camp without hostility.
8. The oldest Cooke daughter (Vienna) says “With Maura [former girl of all work] now going on the cattle drive Lacey [Cooke’s middle daughter] is very resentful of that and it’s weird. I’ve never seen her so jealous about something before. I think it’s just probably ‘cause we have nothing else to think about. And now Maura’s like wearing pants and doing some of the cowboy kind of chores and Lacey just really resents her. It’s hard because Maura can’t really do anything about it.” As Vienna is speaking the viewer sees Maura, wearing pants, helping

the bunkhouse cook (Shaun) with wood for his cooking fire. Shaun is pleasant and appreciative with Maura.

9. The former girl of all work and now quasi ranch hand (Maura) explains that everyone is treating her differently since her return from the training to be a ranch hand because none of her old jobs are her jobs anymore. She also says “And it has a lot to do with the clothing. . . . And so there’s a lot of awkwardness and a lot of relearning who I am and how I fit into the family, because if I’m just a ranch hand then why am I living in the Cooke’s house?”
10. The bunkhouse cook (Shaun) goes to the Cooke’s house and, in front of Mrs. Cooke, asks Mr. Cooke “Could we talk alone, just a man to man conversation?” Clearing her throat and looking none too pleased, Mrs. Cooke goes into the house. In a pleasant tone Shaun reminds Mr. Cooke he took the bunkhouse cook job as a ranch hand temporarily filling in as the cocinero. Mr. Cooke replies “You know you’ve been loyal to the ranch and you’ve been loyal to the guys. And I’ll never forget, you know, it’s meant a lot to us. You really stepped up and did something that made this ranch function properly. When Shaun says “But I can’t forget that I’m a cowboy” Mr. Cooke responds with “I absolutely have a sympathetic ear to how you’re feeling about this. I don’t wanna see you miss your chance at ridin’ on this thing but at the same time I don’t want to slight the guys on how well that you’ve taken care of them either.” Then Shaun says “I’m just gonna be honest with you and say that, you know, Robby [foreman] has really made it known, and wants you to know, and me to know, that he wants me

back as a cowboy.” To this Mr. Cooke replies “I won’t promise anything at this moment. Okay?” They shake hands and part amiably.

11. In agreeing to talk with the bunkhouse cook alone, Mr. Cooke has broken the agreement that he made with his wife about her being present at all managerial meetings and making all decisions together. Mrs. Cooke is displeased and tells Mr. Cooke “. . . You let a 19 year old boy decide how we’re going to run this business. You knew what to do. You just weren’t willing to do it. . . . You men don’t comprehend how much you hurt the women on this ranch. And you hurt them in a way that, as 21st century men, you would never do in your regular lives. What we’ve gone through, what we’ve put up with, having to spend all waking moments worrying about the manhood of every man on this ranch, and their honor, and as if we have none. I’m raising three daughters and I’m not raising them to feel pathetic about themselves! There’s room for me to be myself and not to be put down by my husband or some 19 year-old boy!” At this point the narrator informs the viewer “At the Comanche camp things are more peaceful.”
12. The leader of the Comanche scouting party tells the foreman (Robby) and the hand (Jared) that he wants to trade horses (which include a couple of those stolen from Cooke Ranch) for some of Mr. Cooke’s cattle. According to the narrator Robby knows this is a good proposition because “The ranch still needs several more horses to ensure a successful cattle drive.” Robby and the Comanche leader establish the time of the powwow with Mr. Cooke as “lunch” tomorrow. Then the Comanche leader surprises Robbie and Jared by saying that Jared is to stay at

the camp. With resignation Jared says “Well Robby, hopefully this ain’t my way off the ranch.” Robby departs the Comanche camp and rides back to headquarters.

13. The narrator informs the viewer that Mr. Cooke has told the former girl of all work and now wannabe ranch hand (Maura) not to speak to the foreman (Robby) directly but he’s also failed to ask Robby to take charge of managing her. Right now she has nothing to do.” Coincidentally, the viewer sees Maura, wearing pants and chaps, working her way through the native brush gathering firewood.
14. The wannabe ranch hand with nothing to do (Maura) says “It’s actually been harder than I thought. Anders, Jared, and Robby [two of the original ranch hands + the foreman] just won’t speak to me. Shaun [bunkhouse cook] now wants to be a cowboy again, which wasn’t the case last week. So my understanding is that Robby is putting a lot of pressure on Shaun. I’m taking away Shaun’s manhood. And, being a woman, I should be the one cooking. I can see that I’m just a huge threat for these guys and I am constantly amazed by it.”
15. The foreman (Robby) makes it back to headquarters and informs everyone that the ranch hand (Jared) is a captive and that the Comanches have some of the stolen horses. The viewer sees the women on the ranch chuckling among themselves as they fantasize about the possibility of Jared not being recovered and the bunkhouse crew is curious about the Comanches’ lodge. While there is no apparent panic on the ranch, Mr. Cooke frames the situation as “Apparently

some Indians are interested in trading horses for some of our cows. Don't know much else but we don't deal with terrorists here."

16. No one asks Robby how many Comanches he saw in the camp. Nor do they inquire about Jared's reaction to being held hostage.
17. Mr. Cooke calls a meeting of everyone on the ranch to discuss the Comanche problem. During the meeting the foreman (Robby) explains that the Comanches want 40 head of Cooke Ranch cattle in exchange for four horses and the captive ranch hand (Jared). Mr. Cooke says "It sounds like a pretty steep trade that they want. But the pressing matter is that we have enough horses to get us through a cattle drive. And if these are top quality horses that might be a worthwhile trade. Robby assures Mr. Cooke "They did have really good horses. 'Cause I was thinking of trading those four horses for our horses." Mr. Cooke replies "Well if we can upgrade with some kind of a trade that doesn't cost us too much, sure. We've got enough cattle claimed now that I'm comfortable. It could be a combination of cows and horses we trade. So they were friendly. You didn't get a sense they were hostile or going to set you up or maybe come raid the ranch or take the women and trade for them and that kind of stuff?" Robby answers "No. I don't think that they would do that." The narrator tells the viewer "In the years following the Civil War, when the U.S. Army actively pushed the boundaries of western expansion, peaceful contact [with Comanches] was almost impossible." When Robby offers "They said they'd be here in the morning" Mr. Cooke

decides “I’d like to have all the hands around the ranch tomorrow. I’d feel more comfortable that way.”

18. The Cooke’s and the hands on the ranch do not discuss the captive ranch hand (Jared).
19. The Comanche men leave their hostage (Jared) at the camp when they ride to the Cooke Ranch to do their trading.
20. Mrs. Cooke says “I don’t have a lot of jobs out here but one of my jobs is hospitality. So I take that seriously too.” She sets a table with her fine china. The bunkhouse cook (Shaun) is making food for a meal the Cooke Ranch is preparing as a welcoming lunch to be shared with the Comanche. He is angry and strongly states his disappointment at being “reduced to nothing but a laborer” in the enterprise. The foreman (Robby) is also displeased with Mrs. Cooke because the ranch hands are not going to be seated at the same table as the Comanches. Robby tells the viewer “I wanted the guys to have an experience of being there and having an opportunity to talk.” Mrs. Cooke addresses the viewer and says “All of this preoccupation with this particular visit comes from asserting authority. Who’s in charge? And who makes the final decisions? Robby is considered godlike. He’s not working as the right arm of the ranch owner.” With Mrs. Cooke watching over the conversation, Mr. Cooke tells Robby “We need to have it clear where the decisions are coming from.” Robbie says “I think we’re all full-grown men to know what to say, what not to say.” Mrs. Cooke declares to the viewer “It’s absolutely exhausting to have this kind of turmoil.”

21. The narrator says “Laying out the best china and entertaining Comanche would have been unthinkable for early ranchers. With nowhere to run, settlers would have loaded their guns and hunkered down inside their houses. Our ranch residents are more preoccupied fighting with each other.”
22. With Mr. Cooke standing back but in plain view, the foreman (Robby) walks out and meets the Comanche leader, who comes alone and is leading his horse. After Robby introduces the Comanche leader to Mr. Cooke, Mr. Cooke then introduces the Comanche to his family. Everyone plainly sees two mounted Comanches on a hilltop overlooking ranch headquarters.
23. One of the ranch hands (Anders) presents the Comanche with a hand-rolled cigarette, which he enjoys.
24. After the Comanche leader tells him I want 10 cows for one horse Mr. Cooke informs the viewer “I’ve never been in a negotiation where I’ve had no leverage at all.” Mr. Cooke comes to understand the Comanche demands such a high price because he views the plains, including that comprising Cooke Ranch, as belonging to his people and, therefore, Mr. Cooke is trading for the privilege of living on it. The newest ranch hand (Rob) is concerned that Mr. Cooke does not grasp the gravity of the situation and says to the viewer “If I was the Comanche sitting there talking to him I wouldn’t have thought twice about doing what I had to do to protect my people, and that would have been burning down his ranch and eliminating the problem.”

25. Concerned that Mr. Cooke is growing hesitant to trade, the foreman (Robby) brings up the idea of trading four of the ranch's horses for four of the Comanche horses. Robby explains to the viewer "Now I understood that if we didn't trade with the Indians there was going to be no Jared. I mean I wasn't about to let one of my friends be left out there."
26. The Comanche does not consider the ranch's horses comparable to his mustangs. There is no mention of the fact that the Comanches are traveling with cowhorses stolen from Cooke Ranch. The Comanche asks how many mares Mr. Cooke has. When Mr. Cooke says none the Comanche leader says "You're hurting. Every society has to have women. If we don't get 30 cattle we might have five women." He then counts the five women on Cooke Ranch, all present and listening to the negotiations. At this time Mr. Cooke says "I was thinking like 15-20 cows for four horses." The Comanche says 20 cows for four horses is a good deal." Robby quickly jumps in saying "Fifteen."
27. The Comanche says "We've talked about four horses, we didn't talk about Jared?" Mr. Cooke replies "Yeah." The Comanche says "You give me 30 cattle; I'll give you four horses and Jared." Mr. Cooke responds "He's not on the table for negotiation but rather he's one of us that's trying to trade with you. And we let him stay with you." The Comanche assertively states "He didn't stay because he wanted to. Did he [looking at Robby]? Four cows for Jared is a good deal. If not, I have four horses and one slave. Jared won't last long. He rides a saddle. His horse has to have a lot of water to drink. He'll fall behind. He'll die on the

desert.” Mr. Cooke finally speaks and says “You’re asking for a tough thing to swallow for us ‘cause we’re barely making it. If we give up too many cows we may not make it.” The Comanche replies “Twenty-five cattle, four horses and Jared. That’s a better deal.” To which Mr. Cooke says “Well, I don’t barter for people. We’ve operated in good faith, and peacefully.” Surprised, the Comanche leader says “You don’t like Jared? Good cowhand.” Mr. Cooke comes back with “. . . . When you start trading in people, then, things go wrong.”

28. The Comanche leader explains to the viewer “Mr. Cooke, he really didn’t have an understanding of the value of life. The cattle are going to be eaten. They’re gonna die. He could lose 20 cattle in one lightning strike. He wasn’t thinking about that individual who’s put his life on the line daily. And to say I can’t negotiate for life but I can negotiate for horses and cows? That concept in 1867 the Comanches would see, and that kind of boss man, is a wimp!”
29. Mr. Cooke eventually says “In order for me to retain honor, I don’t like to trade for human life. In order for you to retain honor, you want to trade for that life. If I were to offer you 25 cows for four horses and no mention of Jared, and Jared comes back, then I would retain honor and you’d get what you want.” The Comanche concludes “That would be a good deal. Twenty-five cattle, those four horses, and now my friend. He can come home.” It’s a done deal.
30. The Comanche leader refuses to bring his other men in for the Cooke’s meal. He does not stay to eat either but does take some of the food with him when he leaves.

31. Mrs. Cooke tells the viewer “Well, it was a very humbling experience to have the Comanche say this is ours. We’re just letting you stay here.”
32. Mr. Cooke and the ranch hands deliver 25 of Cooke Ranch’s longhorns to the Comanches. They receive four horses and their ransomed hand (Jared) in return.
33. Mr. Cooke tells the foreman (Robby) to start working the former “girl of all work” and now ranch hand-in-waiting (Maura) into the preparations for the cattle drive. Robby agrees, but only under his own terms. Robby also tells Mr. Cooke he wants to take the Cooke girls on a pleasure ride, as a show of respect, before Maura becomes part of his crew of hands. Mr. Cooke likes the idea but is unsure about whether he and his wife or their girls should be the first to go riding with Robby.
34. Mrs. Cooke is displeased with Mr. Cooke for agreeing to have the ranch hand that is in limbo (Maura) talk with the foreman (Robby) so they can air out any concerns before he puts her to work. She tells him “He’s your foreman. She doesn’t have to go grovel to him. You go hey, here’s the next hand. Put her to work. And he needs to execute what you tell him. She’s not the one holding up this process.” To which Mr. Cooke replies “I probably am.” Mr. Cooke walks from this conversation and tells the foreman that he wants Maura to go immediately on the ride for which they are saddling their horses. Robby is incensed and argues with Mr. Cooke for disrespecting him in front of the crew. Mr. Cooke searches for a comeback and says “I have to live in both worlds.” Robby is still animated by anger and says “My work is all I have to offer. Me and

you will talk and say one thing and like five minutes to a day later you come and throw me something else; throw me another curveball.” Mr. Cooke says “Alright. I hear you. I hear you. I hear you. Fair enough. I’ll [instead of Maura] go with you tonight.” Robby softly says “Okay. Thank you, sir.”

35. The narrator tells the viewer “Caught between Mrs. Cooke and Robbie, Mr. Cooke is in an impossible position. Early ranchers like the legendary Charles Goodnight had absolute authority and would never have taken orders from their wives or foremen.”
36. Mrs. Cooke is watching Mr. Cooke’s talk with the foreman (Robbie) from the ranch house. Mr. Cooke walks the hand with nothing to do (Maura) up to the house and with Mrs. Cooke and middle daughter (Lacey) standing by says “I’ll turn you over tomorrow to him [Robby]. To work into the program.” Maura starts to argue with Mr. Cooke, mentioning how the other new hand (Rob) went right into the crew, but she backs off.
37. As Mr. Cooke is about to leave the house to go on the ride with the hands Mrs. Cooke tells him “I’m sorry that I got you on this. I really am. And you don’t deserve it because you are a very, very kind man. Love you!”
38. The former girl of all work now wanting to be a ranch hand tells the viewer “Every day here is a new lesson in absolute humiliation for me. I’m not even sure I can ever work with these guys because I’ve been treated so badly in front of them. At this point, I fought so hard for this and I don’t even want to do it anymore because it’s not worth it. But they’re not gonna win. They can’t win!”

39. The trade of 25 head of cattle to the Comanches brings the Cooke ranch total tally down to 159 cattle.
40. One of the horses Mr. Cooke received in his trade with the Comanche leader was the horse the ranch hand (Jared) was riding when captured. Jared tells the viewer “He [Mr. Cooke] was there. I never heard him ask the question. I mean I don’t know. When you leave the grocery store you check your bags to make sure you have everything.”
41. The former girl of all work and now wannabe ranch hand (Maura) speaks with the foreman (Robby). Robby explains to Maura that his understanding is that she went to Mr. Cooke about becoming a hand so he was skipped in the process and he feels disrespected in that. Maura says “I’m really sorry that you have the impression that I went to Mr. Cooke and asked if I could be hired because Mr. Cooke came to me and he hired me. I wasn’t pushing any agenda of my own. . . . My only gripe with you is I felt totally disrespected by you. If you won’t even acknowledge me, I wouldn’t come to you and ask for a job.” Robby tells her he told Mr. Cooke that he would take her but that it would be when he made the decision to take her. He goes on to say “I don’t like to be pushed. I don’t like to be told what to do.” Robby also tells Maura “I will give you the opportunity to ride but I wanna see that respect, like everybody else.” To which Maura replies “I’m prepared to give you all the respect that you deserve but I would like to feel like when I am able to live up to your expectations I’ll be receiving the same in turn.” Robby finally says “We will work something out. . . . And the thing is with

me it's my word of mouth. That's what counts. It's a word. If a man or a woman does not have a word I have no respect for 'em. . . . I will let you work with us but respect my decisions." Maura thanks Robby.

Episode 7: *Trail Blazing*

1. The narrator informs the viewer that the final trail drive is two weeks away.
2. The freighter makes a second delivery of supplies to the ranch. Everyone on the ranch, including the hands, is present and participates in the "shopping."
3. Mrs. Cooke is going to throw a fandango as a sendoff for the ranch hands. She tells the viewer "I'm real excited because as much as the cattle drive is the last hurrah for the men, the fandango is the last hurrah for me."
4. The narrator tells the viewer about the bunkhouse cook's (Shaun's) looming task: building and stocking - within a week and while continuing to provide the crew three meals a day - a chuck wagon for use in feeding the ranch hands on the cattle drive. Shaun speaks about this to the viewer as if it is a foregone conclusion that he will continue to serve as cocinero when the herd is trailed to Fort Santiago.
5. The most recent addition to the crew of ranch hands (Maura) is assigned to cleaning out the horse pens. She tells the viewer ". . . . I do need to humble myself with Robbie [foreman]. If I'm going to be integrated into their team I have to play by their rules, and I'm willing to do that."

6. A couple of the hands (Anders and Rob) are shown, in apparent downtime for them, practicing their heading and heeling on a roping dummy while a third, unidentifiable hand stands watching in the background.
7. The foreman (Robby) includes the most recently added crew member (Maura) among the riders when the final roundup begins.
8. Mr. Cooke does not participate in the roundup. He remains at home.
9. Once out on the range one of the original ranch hands (Jared) rides with the newest hand (Maura), showing her the lay of the land and telling her the names of various regions and landmarks.
10. The roundup yields nine previously unclaimed cattle, bringing the cattle tally to 168 and, therefore, 32 head short of the ranch's goal of 200 head.
11. Mrs. Cooke falls ill, leaving preparations for the fandango in the hands of her three daughters (Vienna, Lacey, and Hannah). Mrs. Cooke knows they will need assistance and asks Melissa Guerra to come work with them.
12. Mrs. Cooke tells the viewer "I wanted so bad to help. Maybe that was one of the big lessons I was meant to come out here and learn, which was, okay, it's great to be a doer but sometimes you just need to lay down and allow people to help you sometimes too."
13. The narrator informs the viewer that 30 "friends and neighbors" have been invited to the Cooke Ranch fandango.
14. Mr. Cooke says he intends to market 120 cattle in order to pay wages, the mortgage, and settle with the merchant. The narrator tells the viewer "... His

decision on which ones to take to market will be crucial.” The narrator then notes “Mr. Cooke keeps back just 48 head of cattle for the vital job of restocking the ranch for the next year.”

15. One of the original ranch hands (Anders) coaches the newest member of the crew (Maura) on the appropriate technique for mugging a calf for branding. Afterwards Anders says “I thought she did really well.”
16. An original member of the crew (Jared) asserts “I don’t believe it’s a woman or man thing. Maura’s attitude shift has helped enormously. She’s really turned around, so of course she’d be in there with us.”
17. As the viewer sees her fist-bumping and shaking hands with some of the men (Rob, Anders, and Jared) in the working pen, the newest ranch hand (Maura) says “I’m really happy with where I am right now. I’m exactly where I hoped to be.”
18. Shown laying in her sickbed, Mrs. Cooke thinks about the upcoming fandango and tells the viewer “I don’t hold false hopes as to all of a sudden it being a coming together of everybody; mostly because I’m not so sure the cowboys are interested in that. But I want them to have a really good sendoff.”
19. The bunkhouse cook (Shaun) is behind schedule in readying the chuck wagon and the girl of all work, newly transitioned to ranch hand, (Maura) is left to assist him while the rest of the crew rides to check on the assembled herd. Maura informs the viewer “While I understand that Shaun needs help getting this all ready - and I definitely don’t begrudge him - I feel like I’ve been slighted. It’s

kind of humiliating to not be able to do your job.” She is wearing chaps while helping Shaun ready the food and supplies for placement in the chuck wagon.

20. One of the original ranch hands (Jared) tells the viewer “I overheard Maura [girl of all work and wannabe ranch hand] complaining about not riding today, and I’ll tell you what, it raised my hackles. She wanted to be a cowboy and all cowboy work is not done on horseback.”
21. Mrs. Cooke is still sick in bed and the date of the fandango is drawing very near. Two of her daughters (Lacey and Hannah) are shown playing cards while Mr. Cooke and his oldest daughter (Vienna) are setting a new pole in front of the house.
22. Melissa Guerra arrives at headquarters. The narrator explains that she grew up on a working cattle ranch. With all of the Cooke family women and the wannabe ranch hand (Maura) seated around her, Ms. Guerra immediately takes charge and states cleaning the house as task number one. When she asks who is in charge of the garden there is first a brief pause and then a combination of answers. Someone says the Cooke’s youngest daughter (Hannah) and the middle daughter (Lacey) says “Maura knows the most about it.”
23. After examining the garden Ms. Guerra tells the viewer “I don’t want ‘em to hear me. This is kinda mean, but they should have been watching this. I mean they’ve left a lot of food just go. . . . When they [Cooke family] were trained they were told about how to harvest some of this stuff but maybe they didn’t listen or, I don’t know. Maybe they’re not accustomed to gardening. I’m not really sure.”

The Cooke's middle daughter explains to the viewer "We actually didn't know that a lot of the stuff in there was stuff that we could eat because we're not big vegetable eaters at home." Ms. Guerra gathers plenty of fresh garden produce to eat at the fandango plus a large surplus to pass along to the bunkhouse kitchen.

24. With the fandango less than 24 hours away, Ms. Guerra and the girl of all work/wannabe ranch hand (Maura) cook long into the night. None of the Cooke family is seen during this time.
25. Mrs. Cooke is feeling well on the day of the fandango. Ms. Guerra is exhausted after working most of the 24 hours since she arrived.
26. The bunkhouse crew is excited about the fandango. One of the hands (Anders) tells the viewer that "Johnny ['Dirty Johnny'] took a bath today. I mean that should tell you pretty much the significance of the evening."
27. While the ranch hands are bathing and shaving in preparation for the festivities the bunkhouse cook (Shaun) is still working to ready the chuck wagon. Although exhausted and telling the viewer about his difficulty in coping with the deadline facing him, Shaun decides to make the most of the fandango and, afterwards, finish prepping the chuck wagon in the middle of the night.
28. It is just dark and the guests are arriving. They include the people who trained the participants in the Texas Ranch House challenge, local ranchers, and some young women from a nearby town.
29. The girl of all work / wannabe ranch hand (Maura) is wearing a dress at the fandango.

30. Mr. Cooke - with Mrs. Cooke at his side - welcomes everyone to the ranch and fandango.
31. While dancing with Mr. Cooke, Mrs. Cooke looks over the festively decorated, brightly lit house and happy crowd and tells the viewer “It was like this picturesque summary of the whole summer out here. And knowing that it was going to climax with them leaving for the cattle drive tomorrow, it’s such a joyous occasion. I mean what a wonderful way to send people off to a really tough job.”
32. The ranch hands are clapping and hooting as the Cooke’s finish their dance.
33. Two of the ranch hands (Johnny and Rob) dance together before anyone on the crew dances with any of the women. Soon though, Jared is dancing with one of the visiting girls. The ranch hands do not dance with the Cooke daughters.
34. The narrator says the ranch hands invite their new friends (visiting girls) to the bunkhouse, “an invitation no ranch foreman would’ve allowed in 1867.”
35. It is early morning after the fandango and the start of the cattle drive. The narrator says “Mr. Cooke feels he is needed both by his men on the drive and his wife and daughters at the ranch. He has decided he will travel between the two.” Mr. Cooke tells the viewer “I might be needed more here than on the drive.”
36. The bunkhouse cook (Shaun) has breakfast for the crew but is not finished loading the chuck wagon. The girl of all work / wannabe ranch hand (Maura) is helping him. The narrator says “He [Shaun] should’ve hit the trail hours ago. Historically the chuck wagon traveled miles ahead of the herd, arriving at a

prearranged meeting point to cook and set up camp for the cowboys.” Shaun is still packing when the crew sets off from headquarters.

37. The girl of all work / ranch hand (Maura) shifts to the role of horse wrangler and assists one of the original hands (Anders) with the horses that are temporarily not under saddle. Instead of driving these extra horses as a small herd behind the cattle, they are tying the horses to each other as two groups in order to pony them ahead of the herd.
38. One of the horses (Paint) the girl of all work / ranch hand is ponying appears to be unsound in the rear at the outset.
39. The narrator says the cattle going to market comprise “a mixed herd.” Along with steers and bulls there are also cow-calf pairs and heifers. The narrator emphasizes “It was very uncommon for heifers to be herded to market. These young females that had not yet calved were used primarily for breeding and would be kept back at the ranch.”
40. The drive begins with 131 head of cattle.
41. After riding the first mile or two of the drive Mr. Cooke goes back home. He explains to the viewer “I’m in the accounting and finance field and I wanted to assess early-on on the drive if we had sufficient hands, and so I went out. But I wasn’t really a critical hand. I’d like to be out there. It’d be kinda fun but I’m needed here at the ranch.”
42. The narrator says the cocinero (Shaun) and the chuck wagon leave the ranch four hours after the ranch hands left with the herd.

43. The narrator says “Two months ago Jared was the greenest of the ranch hands. Now he rides alongside Robby in the key position of point man. In front of the herd, leading the way. . . . [Otherwise] the Cooke Ranch hands have decided to rotate their jobs.”
44. Shaun and the chuck wagon reach the first campsite ahead of the cowboys. Anders and Maura arrive next with the remuda. After 12 hours spent trailing the herd, the ranch hands make it to camp.
45. There is a thunderstorm on the first night of the cattle drive. There are no ranch hands guarding the herd during the night. The narrator says this is because “Scared that the herd might stampede, they forego the night watch and instead camp close to the chuck wagon.”
46. The cook (Shaun) works through the first night on the trail in order to prepare the meals for day two.
47. The cattle strayed during the rainstorm so day two of the drive begins with the ranch hands reassembling the herd. It takes them four hours to do so.
48. The men in the crew are enjoying the cattle drive, relishing it as the epitome of the cowboy lifestyle. One of the original hands (Johnny) tells the viewer “I think this is the most incredible lifestyle. You could so easily get wrapped up in it and live it forever.”
49. The girl of all work / now wrangler (Maura) tells the viewer “It’s funny. I thought I would be so excited to get away from the ranch and in a lot of ways I am because it’s so beautiful out here. It’s been an amazing ride so far but at the

same time I'm much lonelier here. I have trouble working with Anders mostly because I feel like I'm his assistant. I think that the friendship that we have now is actually not a friendship. It's more of just a working relationship where occasionally on the trail we'll talk, but most of time we just ride in silence."

50. Following the rainstorm Mr. Cooke decides to check up on the drive.
51. The Paint horse is still part of the remuda and he is still limping in the rear.
52. Day two on the drive, the cook (Shaun) is exhausted and does not remember what day of the week it is. He tells the viewer "The way things are now with my exhaustion and everything I just don't have it in me. And I'm finding. . . I'm seeing a side of myself that I hadn't really ever seen before."
53. It is the second night on the trail and two hands (Johnny and Rob) are watching the cattle; not horseback with the herd but positioned in a separate camp on a nearby hill. They both fall asleep within an hour of going on watch.
54. Day three of the drive starts with the crew having to once again roundup scattered cattle and re-form the herd. Having spent the night in the cow camp, Mr. Cooke proceeds to assist in the gather. One of the original ranch hands (Jared) shows a big grin and tells the viewer "An extra man would be useful. Mr. Cooke . . ." Jared is laughing by the time he stops speaking.
55. Speaking about Mr. Cooke, one of the original ranch hands (Anders) tells the viewer "Most of the time, sad to say, he's more in the way than he does any good." Another one of the hands (Rob) adds "I don't know. It's like we're constantly going over to him to help him push his herd the way he should be

pushing it and then we're going back to our spot so we can push ours back. He doesn't only take away from the drive while he's there, it's like he takes *two* people away when he's there trying to help *us* drive the cattle." At one point while with the herd the foreman (Robby) shouts "Mr. Cooke, you're killing me out there!"

56. Mr. Cooke comes into the cow camp and says to the girl of all work "I'm not built for this." Then he tells the viewer "It's long and it's hot and it's hard and after about eight hours of riding it's about 2:00 in the afternoon and it's just brutally hot and you're tired, thirsty, and it feels good to take a little siesta 'cause the cows are doing the same thing at that point."
57. The narrator says "Mr. Cooke had planned to spend two days on the drive but after 24 hours he is heading home again." The crew is amused by Mr. Cooke's earlier than planned departure.
58. Back at the ranch, the Cooke's youngest daughter (Hannah) tells the viewer "yeah, a lot of stress has like gone away after the guys went off on the cattle drive." The oldest daughter (Vienna) adds "We've just been laid back. We kinda got up a little later. We're just like walking around in our chemises and hanging around taking naps everywhere." The middle daughter (Lacey) chimes in with "I'll just lay in my bed and pet the cat for like an hour and not doing anything. You know you just kind of feel like you don't have a lot of energy to do anything anymore."

59. Mr. and Mrs. Cooke make a list of the improvements they need to make in preparation for a final review by historical experts who will determine the degree of success of the ranch and all of the participants in the *Texas Ranch House* challenge.
60. With everyone except the ranch-owning family away on the cattle drive, the atmosphere is one of extreme relaxation at Cooke Ranch headquarters. Mr. Cooke tells the viewer “It is a much more relaxed. I wouldn’t call it a vacation but more of a, oh, fun. They’re [Cooke daughters] are having fun together. They’re not really inhibited at all at the moment. That’s cool. That’s good for them.” Mrs. Cooke also tells the viewer “I definitely feel like they’re living anew experience. It’s serene and the breeze. I have to say I have experienced a level of non-stress here that I have not probably reached at home.”
61. It is now five days after the fandango and the departure of the ranch’s employees on the cattle drive. The dishes used in preparing for and having the party are not yet washed. The Cooke’s middle daughter (Lacey) tells the viewer “I think over the next 10 days we will be straightening up the house getting ready for evaluation and washing the dishes from the fandango still. We’re not, you know, tackling all of ‘em yet. There’s still a lot to wash. We’re not really kind of energetic enough to do that yet.” Large numbers of flies are swarming stacks of dirty dishes as well as food sitting on the table while the Cooke family is eating a meal together.

62. After five consecutive days of pushing the market herd, the foreman (Robby) decides it is a good time to rope and throw a large, snuffy, and as yet unmarked steer the crew has dubbed “the ivory steer.” The ranch hands are excited about this break in the monotony of simply pushing the herd. Robby has a plan and strategically places each hand in position before he busts out after the steer to rope the steer himself. He ropes the steer around the neck instead of heading it by only catching the horns in the loop. The steer’s reactions nullify the ranch hand (Rob) who is initially designated to be the heeler. A third hand (Jared) throws a poor loop and misses. Now Robby tries to turn the running steer and his horse stumbles and falls. At this point a man comes into the picture as he is running on foot toward Robby and his horse. The man is not a Cooke Ranch hand. Dismounted but up and still holding on to the end of his rope, Robby chases after the steer, trying to get a chance to slow and turn him. Robby is calling out, directing the crew as he runs when a rider swoops in and ropes the steer. This mounted man is also someone other than a Cooke Ranch hand. The unknown roper turns the steer and two of the Cooke Ranch hands (Jared and Johnny) run in and mug the steer to the ground. With a third member of the crew (Rob) helping, the steer’s tail is bobbed. The Cooke Ranch crew is flushed with adrenaline and Robby sustains only bruises. The ivory steer’s tail hairs are divided among the ranch hands.
63. The narrator says “The drive, and the routine, resumes.”

64. The girl of all work / wrangler (Maura) unhitches the team of horses from the chuck wagon then asks the cook (Shaun) to let her help him with nothing more than rolling dough. She says “I don’t have the brainpower right now to think about actually creating anything. I can only roll.

Episode 8: *The Reckoning*

1. The narrator says “Mr. Cooke has spent most of the drive back at the ranch with his family. He now faces his biggest challenge of the summer: selling his cattle at a high enough price to pay off his debts and make a profit.” Mr. Cooke tells the viewer “My mission is to sell the cattle for the best price I can get. If we don’t sell enough cattle we won’t be able to make our payment for the land and if we don’t make our payment for the land we lose the ranch, so this is something we have to make happen.
2. It is day eight, the last day of the cattle drive. The herd is driven across a highway. The ranch hands are startled by the sudden sight of the highway and backed up traffic after being within the confines of Cooke Ranch for the past two months. One of the hands (Johnny) tells the viewer “Freaky weird! I’ve just come back from wonderland. Seeing the road after all this time is the weirdest thing I can possibly imagine. It’s just snapped me back to reality and, to be quite frank, I’ve suddenly realized I don’t want to leave. If I see a house I’m probably going to cry.”
3. Mr. Cooke rejoins the drive and learns that one horse has been dropped from the ranch’s remuda due to bad feet.

4. Back at the ranch, Mrs. Cooke and her daughters are taking it easy and are confining themselves in the parlor because of a severe fly infestation elsewhere in the ranch house. Mrs. Cooke tells the viewer “I never really noticed the stink around here until you couldn’t open a window and all of sudden we’re all in there sweating together and it’s really awful.” While the viewer sees the flies swarming in the kitchen, the Cooke’s youngest daughter (Hannah) confides “. . . Can’t deal with this anymore. . . . We can’t really cook in here anymore and I think we’re all going insane right now.”
5. Mrs. Cooke starts cleaning up the dishes that have been left out since the party eight days ago.
6. The narrator says “The fly problem began when the cowboys did not dispose of manure far enough away from the house and without them around to help it has gotten even worse.”
7. The cook on the cattle drive (Shaun) has had enough of it all. He tells the viewer “Yeah, I’m countin’ the days to leave. That wasn’t my intention. There’s a lot of cool aspects but for me the bad is kinda outweighin’ the good at this point.”
8. The herd arrives at Fort Santiago fully intact and in prime health. The crew of ranch hands is pleased to see the task completed. One of them (Rob) tells the viewer “We felt really good about what we did and how we did it. Nobody got injured, I mean, we stuck together. We learned a lot together. It was just an awesome experience.” The herd is halted for the night a short distance from the fort.

9. Mr. Cooke rides alone into Fort Santiago ahead of the herd. He meets the Army's cattle buyer (Tom Saunders). The narrator says Mr. Saunders is "a fifth generation rancher, whose family has been buying and selling cattle since the late 1800's, [and] has been hired to buy beef for the fort."
10. The buyer (Mr. Saunders) immediately sends a man to pair up with Mr. Cooke's foreman in counting the cattle as they are driven through the gate into a holding pen. The count is 131 head.
11. The Cooke Ranch foreman (Robby) is riding the same horse that fell with him on day seven of the cattle drive.
12. The buyer (Mr. Saunders) wants all steers 400 pounds and up cut from the rest of the herd. The narrator explains "For the Army the most attractive cattle are the full-grown steers that are ready for slaughter. They have little interest in buying cattle to rear or in breeding stock. Mr. Cooke has failed to realize that not all of his cows are of equal value. But to make the profit he needs he must sell the entire herd."
13. Mr. Cooke tells the viewer "The broker on behalf of the Army, he knew his stuff inside and out and was pretty intimidating to deal with.
14. The narrator says "Only about three cows in every five are making the cut. Mr. Cooke's plan to sell the whole herd now seems in jeopardy."

15. The buyer (Mr. Saunders) tells Mr. Cooke he wants to trade with him on the pen of cattle (86-90 head) he has cut out of the herd. Mr. Cooke replies “Well, I came to deal the whole herd.”
16. Mr. Cooke tells the viewer “I did not go into that expecting to play hardball and negotiate for every last dime I could get out of things.”
17. There are actually 91 head in the select pen of cattle. Mr. Cooke prices them at \$25 each. The buyer (Mr. Saunders) accepts this deal.
18. Mr. Cooke presses the Army’s buyer (Mr. Saunders) to also purchase his remaining 20 cow-calf pairs. He asks \$20/head. Mr. Saunders reluctantly counters with \$15/head. Mr. Cooke says he can’t afford to let them sell for less than \$18/head. They have a deal. Mr. Cooke receives a voucher guaranteeing payment from the Army. There is no indication that Mr. Cooke asked when the Army might again be in the market for beeves.
19. Once the cattle sale is completed Mr. Cooke and his crew immediately begin the ride back to the ranch. They arrive at headquarters the next day. They are greeted by Mrs. Cooke. She is wearing her underwear. Mr. Cooke tells Mrs. Cooke “We get to keep the ranch.”
20. Mr. Cooke tells the viewer “This has been a life journey out here. I’ve personally learned a lot. I’ve been faced with manager challenges that I’ve never faced in my real life and I’ve had to rise to those occasions.”
21. It is the day after the crew arrived back at ranch headquarters. This is Pay Day for them.

22. Mr. Cooke tells the viewer “I wanted to give the guys [ranch hands] a chance to buy a horse if they wanted to. ‘Cause I felt like they’d all earned that right.”
23. The oldest Cooke daughter (Vienna) tells the viewer “My dad decided to sit down and pay all the guys their wages. Of course the girls were eavesdropping and listening to all the deals going down. My dad was being kinda like a hard dealer but he was fair, I think.”
24. Mr. Cooke negotiates final payment with his foreman (Robby). Mr. Cooke says “I’m going to be paying you for three months’ pay; \$105. Robby agrees. Robby buys a horse for \$13.
25. One of the ranch hands (Jared) tells the viewer “The tone kind of changed when Robby came back and told me that Mr. Cooke was selling horses and the prices had gone up considerably and then I was relieved that I’d already purchased mine.”
26. After the foreman (Robby), Mr. Cooke settles up with Anders. He does not buy a horse.
27. The next hand to be paid is Johnny. He does not buy a horse.
28. The narrator says “Jared had bought his horse, Brownlow, from Mr. Cooke for \$25. But later when Jared and Brownlow were held hostage by the Comanches Mr. Cooke was forced to pay a price for their return.” Mr. Cooke tells Jared “We have probably the most difficult discussion to have of anybody here because I ended up trading a bit of herd - cows – to buy you and to buy that horse back. Jared tells the viewer “At that point I knew what was coming up and I was

shocked. He began selling me my own horse.” Mr. Cooke tells Jared “The way I look at it is I’m good with settin’ you free from the Comanches but, at this point, I bought the horse back. It’s my horse again.” Jared replies “Well sir, Brownlow’s my horse and unless you have anything that you can do about it, I’ll be riding out on him.” Mr. Cooke then says “I bought the horse back. I’ll stop ya.” Jared responds “Okay. You’re in the business of buying stolen horses then? Are you a horse thief now? Are you a horse trader now? We shook. In Texas when you shake it’s a serious thing.” Then Mr. Cooke replies “You know what? We shook. And your horse got stolen from you. You lost your horse.” Jared says “Sir, I rode back on my horse. As far as I’m concerned you paid 25 cows for three horses and weren’t paying attention when we rode out of there.” Mr. Cooke says “Oh, I was paying attention. I was paying attention that, uh, I got ripped off in a big way. And I did not have to buy your freedom, but I did.” Jared continues with “You didn’t buy my freedom. I was set free.” Mr. Cooke declares “I bought your freedom. I’ve been an honorable man to you and I won’t get into a bloodbath. I could. And if you care to, I will go there.” Jared asserts “All I’m going to do is ride out of here on the horse that I purchased.” Mr. Cooke then retorts “I’ll beat the shit out of you if you try!” Jared says “You go for it” and Mr. Cooke replies “I will. I will be honest with though. I will give you your wages. You’re due \$19.15.” Jared says “I’ll take it. I’ll take it in silver, sir.” Mr. Cooke tells him “Don’t have any silver. I’ll give you a banknote.” Jared chuckles

and concludes the negotiation saying “You can keep your banknote. Good day, sir!”

29. The narrator says “Mrs. Cooke has been listening to this conversation [Mr. Cooke with Jared].” Mrs. Cooke appears and tells Mr. Cooke “You’re awesome! I love you! You’re amazing!” She tells the viewer “I was so proud of him! It was just like a basic feeling that you have as a woman watching your man just take over and I was like Oh god, he’s so awesome!”
30. Later, seated in the house with Mrs. Cooke and her oldest daughter (Vienna), the girl of all work / wrangler (Maura) says “I wanna see Mr. Cooke beat the shit out of him.” To which a laughing Mrs. Cooke says “I would too. It’s been a long time coming.” A grinning Maura then adds “That’d be awesome!”
31. Mrs. Cooke tells her middle daughter (Lacey) “The beauty of Jared, though, is all you have to do is let him talk and he digs his own grave; he jumps in the coffin and he puts the dirt over top of him. I mean it’s sad actually.”
32. While the ranch hands (Robby, Johnny, Anders, and Rob) are laughing with Jared about Mr. Cooke’s threat Mrs. Cooke is talking with Mr. Cooke. She says “I’m concerned about the exchange with Jared and I’m feeling it would be customary to ask him to leave the ranch today. He quit. And you don’t want somebody of that character on this ranch living amongst us. I don’t want my girls at risk. He has a very dark place inside of him and it’s obvious it’d been brewing for a very long time.” Mr. Cooke replies “Okay. Done.” Mrs. Cooke adds “You’re a good man. I’m proud of you.”

33. Mr. Cooke walks to the bunkhouse to confront Jared. He says “I’d like to accept your resignation right now. I’ll pay you in silver.” Jared replies “I’m not quitting.” Mr. Cooke tells him “Then you’re fired. And you’re paid up. I want you off the ranch in half an hour. End of story.” Mr. Cooke gives Jared a small bag. After turning and starting to walk away, Mr. Cooke says “And I’m dead serious.” Jared pours out the contents of the bag. Silver coins flash in the sun as they fall out of the bag then clink upon hitting the ground.
34. On his way back to the ranch house Mr. Cooke walks by the bunkhouse and tells the ranch hands “Mr. Ficklin [Jared] will be leaving the ranch. ‘Preciate you lettin’ him have the space he needs. Thanks.” Jared is simultaneously walking into the bunkhouse.
35. Jared is carrying a bridle. As he walks toward the horse corral the foreman (Robby) says “Go on, brother. Get your horse, brother. Ride him out.”
36. From the ranch house Mr. Cooke, the girl of all work / wrangler (Maura) and the oldest Cooke daughter (Vienna) watch Jared go to the horse corral. Mr. Cooke says “So if he takes the horse he’s a horse thief.”
37. Jared is leading a bridled horse out of the corral. The Cooke’s middle daughter appears in the doorway of the house and asks Mr. Cooke “Are you not going to do anything?” Mr. Cooke is seated now and does not get up.
38. The entire Cooke household is watching now. Jared is leading the bridled horse toward the bunkhouse. The foreman (Robby) has a bridle over his shoulder and walks up to Jared, shakes his hand, and says “Jared, we had a pact. We’re leaving

with you.” Then another ranch hand (Anders), also carrying a bridle, meets Jared with a handshake and says “We’re with you, brother.”

39. One of the ranch hands (Johnny) tells the viewer “We all decided together if one of us left, that we’d all leave together. And as we’re men of our words, we all decided to leave with Jared.”
40. Mrs. Cooke is watching the bunkhouse ranch hands preparing to leave the ranch and says “They don’t understand that it takes everybody. They wouldn’t have had jobs if it hadn’t been for ranch owners.” Her youngest daughter (Hannah) is sitting beside her and says “We tried to be nice to ‘em.” To which Mrs. Cooke replies “I know.” Then Hannah says “We’re not bad people.”
41. While gathering his gear one of the ranch hands (Rob) tells the viewer “Oh yeah, I’ve already cried with Johnny [ranch hand] and, I mean, this is just not the way we wanted to go so he [Mr. Cooke] can take his fountain pen and shove it somewhere.”
42. At the ranch house Mr. Cooke is leaning back against the door frame with his eyes closed. Two Cooke daughters (Vienna and Lacey) are huddled together and Lacey is clamoring excitedly about wanting to go home early. The girl of all work/wrangler (Maura) is standing over Mr. Cooke and exclaiming “No! The season is over. You made your money. You don’t need hands through the winter. You don’t have to feed them for two nights. You win!”
43. The bunkhouse cook (Shaun) joins the rest of the crew in getting ready to leave in solidarity with their fellow ranch hand (Jared). He says “Sad as this is, it’s also

beautiful in a way as well, because it illustrates the companionship and the camaraderie and the stick-together-spirit of the cowboy.”

44. The bunkhouse ranch hands are in consensus agreement that Mr. Cooke is not going to make good on his threat to their fellow hand (Jared).
45. Riding the horse he considers to be his by purchase - but disputed by Mr. and Mrs. Cooke - a ranch hand (Jared) slowly and deliberately passes alone in front of the ranch house. He is watched but not intercepted by Mr. Cooke.
46. Mrs. Cooke explains to the viewer “Jared was threatening to steal a horse but we don’t have a shotgun to stand there and say that’s my horse. And then we realized in the end, you know, let him take it because what he’s done is proved exactly what we’ve said. He is a thief.”
47. The foreman (Robby) is mounted alone on a horse, as is one ranch hand (Rob) and the bunkhouse cook (Shaun). Two other ranch hands (Anders and Johnny) are riding double. They all stop in front of the owners’ house to say goodbyes. Johnny says “I’d just like to say I’m sorry we have to leave like this. But I hope you understand that we stick together. And I’m sorry you had to act like that to fire Jared.” Mr. Cooke answers “Maybe someday everybody’ll understand but it was the right thing to do.” Johnny speaks again saying “I’m just sorry it had to end like this.” Everyone expresses similar sentiments to Mr. Cooke except for Robby, who does not personally say goodbye. Just when it seems this final interface with Mr. Cooke and his family is going to be relatively subdued the oldest daughter (Vienna) verbally lashes out at one ranch hand in particular

(Rob). Vienna gets on a roll and eventually tells all of the men “. . . Go! Leave! We don't want you here!”

48. Absent only the hand (Jared) who preceded them, the entire crew of working men is riding out the gate at Cooke Ranch headquarters.
49. The Cooke's oldest daughter tells the viewer “I had a hard time containing myself when they were leaving. I get passionate when it's my honor, or my family's honor, and you're saying what horrible people we are but I wish you the best. Yeah right! Come on. I wish you the best; no don't even do that. Just leave.”
50. The Cooke's middle daughter (Lacey) tells the viewer “I feel lost and dazed and hurt. It just sort of recaps the whole summer in one moment; like it meant nothing to them. [Crying] . . . This has been brewing for a while. It's hard to feel it didn't mean anything to the guys; that we worked so hard and it didn't matter to them. Like they thought when they were on the cattle drive that we sat around doing nothing.”\
51. One of the ranch hands (Rob) tells the viewer “Just ridin' off the ranch, it was, it was tough. . . . I've never just uncontrollably not been able to stop myself from crying.”
52. A ranch hand (Johnny) tells the viewer “You know all the guys are actually very upset. Just because to leave the ranch so suddenly just really hits you and you just feel really empty and lost.”

53. In the ranch house surrounded by his family plus the girl of all work/wrangler (Maura), Mr. Cooke tells the viewer “It’s unfortunate how it had to play out today. But I’m not surprised either. And it’s tiring; it’s exhausting, but if you’re standing by your principles, and you’re standing by what you’ve said, it’s not *that* exhausting. It’s the right thing. The right thing happened and it’s too bad it happened the way it did but it’s over and now we’re movin’ on.”

APPENDIX B
RAW NARRATIVE

Episode 1: *A Home on the Range*

The Cooke Ranch is a family-owned, start-up business located in 1867 Texas. The business begins as a geographical region comprising 10,000 acres of open range with scattered, natural sources of surface water and a headquarters complex: ranch house with productive vegetable garden, bunkhouse, outhouse, rudimentary pen and shed, and water wells with hand-pumps. Although projected as a commercial cattle operation, the ranch does not own any cattle on business day one. The vast, unfenced rangeland in post-Civil War Texas, including the Cooke Ranch acreage, is teeming with maverick longhorn cattle. These wild, unmarked cattle are free-for-the-taking to those hearty and handy enough to capture and mark them with a distinct identifier.

The Cooke Ranch faces an immediate business challenge with a short-term, make or break deadline. The ranch is allowed two and a half months in which it must become a sustainable business. Mr. Cooke, a hospital comptroller and now first-time business owner, is designated as the owner of the ranch. Considering the challenge before him, Mr. Cooke states “The whole idea is to make it out here. . . . Gather as many mavericks as possible and sell them for a profit.”

The ranch owner has never seen the ranch, nor is he present on the first day of business. Mr. Cooke and his family - wife and three teenage daughters - do not arrive on the ranch until after all of their original employees, save one, are present and on the job

for a few days. When the Cookes do come to the ranch they are accompanied by their lone female employee, their household's girl of all work. This girl of all work in the owner's house is a university student in real life. The foreman and entire bunkhouse crew walk a mile from headquarters to greet the Cooke family and the girl of all work when the stagecoach delivers them to the ranch. The only introductions are between the foreman and Mr. and Mrs. Cooke. The foreman immediately walks the owner and the women of his house to headquarters and the ranch hands spend much of the day transporting the new arrivals' considerable baggage from the stagecoach road to the owner's house.

The crew of hands is an eclectic collection of men who range in age from 19 to 56. The men collectively hail from three countries and several different states. The ranch foreman is a retired US Army colonel and, due to the status of his position, has a room in the ranch house. His supervisory style is already making an impression on his much younger crew and the first time he leaves one of the hands in charge during his own absence, the ranch hand he appoints is instantly dubbed "lieutenant colonel." The foreman's top hand, or second, is a native-Texan with personal experience on cattle ranches. The top hand rooms in the bunkhouse with five other ranch hands. A cook, who in real life is a professional chef and is second only to the foreman in age, is also a bunkhouse man but sleeps in a separate room where he also warehouses his food supplies. With the exception of the top hand, these men are broadly described as city-slickers and greenhorns, as are the Cookes and the girl of all work. None of the bunkhouse men are married.

Mr. Cooke is not concerned about his lack of familiarity with his ranch's country or being devoid of personal experience in the commercial cattle business. He says "I don't know what it's going to be but it doesn't matter to me because it's a business. . . It's just a business and I've been doing that my whole life. . . It's just a matter of what the elements of the business are and how many people you need to do it." He is equally as confident about his status as the owner of the business when he states "I'm going to be the boss of this operation. I don't have anybody telling me what to do." Mrs. Cooke explains she is excited about being the rancher's wife. She mentions a variety of roles and responsibilities one might generally associate with the matriarch in a family whose livelihood is a working cattle ranch. She also has a personal feeling that ". . . My challenge will be not being perceived as a tyrant."

It has been stated that the ranch owns no cattle. There are also no ranch-owned horses on the premises as of day one in its operation. During the crew's initial days on the ranch without ownership's presence the foreman prioritizes the men's work around tidying up the owner's house and headquarters, and constructing a new corral of sufficient size to accommodate a remuda of working horses upon which Mr. Cooke reportedly spent a fourth of his operating capital. The first meeting the foreman has with the full crew is held for the purpose of reviewing the written roles and responsibilities assigned to each ranch hand. The hands begrudge having to do the work that is not done on the back of a horse. When the ranch's remuda of cowhorses is eventually delivered one of the ranch hands says "The arrival of the horses is like a new beginning." The

foreman honors ranch tradition and permits his top hand to have the first pick when the ranch hands select their horses from the remuda.

Once he and his family are on the ranch Mr. Cooke's first instructions to the foreman concern guarding his teenage daughters' honor. He uses his first meeting with the whole crew of hands to spell out his expectations regarding behavior, emphasizing the behaviors that will lead to the termination of their employment. The concept of respect figures largely in both the pros and cons of the behaviors he highlights. Mr. Cooke impresses the foreman as being a business man. The foreman impresses Mr. Cooke as a man with whom he has something in common and an immediately good relationship. Mr. Cooke confidently confides “. . . It wouldn't be appropriate for me to get in his business as far as running the ranch and the hands that go with it.”

The bunkhouse cook prepares a welcoming meal which includes a fresh garden salad gleaned from the lush vegetable garden located adjacent to the owner's house. The food is presented to the Cooke household by the crew en masse, and each member of the crew introduces himself. Mr. Cooke decides to not include the foreman or bunkhouse men when the family enjoys this ample meal. Mr. Cooke suggests Mrs. Cooke should partner with the bunkhouse cook and she agrees.

As the crew prepares to make an initial exploration of the ranch country, the foreman struggles in bridling his horse. His horse spooks, startling another horse in turn. This second horse is improperly tied and ultimately pulls down the rail to which he is secured. The foreman requires the ranch hand who improperly tied the horse to rebuild

the damaged tie rail while the rest of the crew, accompanied by Mr. Cooke, makes the ride. The bunkhouse cook assists in the repair work.

Episode 2: *The Good, the Bad, and the Colonel*

While the foreman continues to focus the crew's efforts on completing a working pen for processing the wild cattle as they are gathered in bunches and driven to ranch headquarters, Mr. Cooke is anxious for the crew to be out riding in the rangelands learning the lay of the land, scouting for mavericks, locating and assessing watering holes, etc. Wanting to establish a sense of urgency in the crew of hands, Mr. Cooke sets some goals. Communicating his own flawed calculation, Mr. Cooke erroneously tells the hands they must find and claim 70-80 cows in order for him to make the mortgage payment on the ranch and pay them their accruing wages. He eventually leaves the foreman and some of the hands to work on the cow pen at headquarters while he takes the foreman's top hand and a couple of other hands riding over the grazing land. The top hand points out to the owner the ranch's boundaries.

Mrs. Cooke describes her daughters and the live-in girl of all work as "go-getters." Together all of the women establish a project list, assign tasks among themselves, and identify the time and assistance they need from the ranch hands in order to get things done. The girl of all work says she is out of her element in doing work around the owner's house, envies the ranch hands, the women worker harder than the men, and they do so without acknowledgement. The girl of all work contends "The guys are not being asked to sacrifice anything except creature comforts and the women are being asked to sacrifice themselves." The ranch hands think the women have it easy on

the ranch. While addressing the hands' impression of an imbalance in work that favors the women, one of the men asserts he is not particularly troubled by it because of his perception of the gender-specific roles performed by ranch women on the frontier.

The people in the owner's house and the bunkhouse crew eat their meals separately. Mr. Cooke tells the women in his house he is "... afraid if we start feeding the cowboys they might start hanging around like the cat, and I don't want that to happen because they have work to do." The crew contends the toughest adjustment in being on the ranch is the food. The ranch hands are eating scant portions, often reheated leftovers, of an unvarying menu. Both the foreman and Mr. Cooke recognize there is mounting tension between the foreman and the bunkhouse cook.

Besides the cook, there is also friction between the foreman and others in the crew. Some of the hands are recalcitrant and mock the foreman when he is not watching. One of the older men in the crew says "Some of the guys are just not used to taking any orders at all." The foreman knows not all of the hands are accepting of his authority or style. He asserts he is not concerned about being either liked or disliked by the men he is supervising; desiring only to be viewed as fair.

When he observes the foreman shoving the bunkhouse cook, Mr. Cooke terminates the foreman for breaking his rule pertaining to respect and respectfulness. Mr. Cooke does this without any apparent discussion of the altercation with the cook, whom he shortly thereafter thanks for his work. The top hand in the crew is promoted to the position of foreman and Mr. Cooke tells all of the hands he is the new "boss." The new foreman elects to remain in the bunkhouse with the rest of the hands. The crew,

including the aforementioned recalcitrant hands, perceives the foreman as doing well in his new supervisory role. While Mr. Cooke is pleased to see the crew being more productive he also wonders if the new foreman can be tough with the other hands. Mr. Cooke states "I will be bringing him along in terms of managing the men." During these events and observations, all stemming from the dismissal of the original foreman in a disciplinary action, some of the ranch hands are simply watching and not assisting the owner's daughters and girl of all work struggle to manage the dairy calves while milking the cows.

The bunkhouse cook has the responsibility of waking the rest of the hands every morning. He has no timepiece and never knows the actual time when waking the men. The cook is frustrated over having no clock and the crew is irritated by being awakened at all hours of the night. Adding to the cook's frustration is the fact that he is dependent upon Mr. and Mrs. Cooke for the ranch's fresh eggs, milk, vegetables, etc. and these items are not forthcoming. Mrs. Cooke has not been to the bunkhouse kitchen but decides to do so as several ranch hands are missing work due to various gastrointestinal ailments. She arranges a meeting time with the cook and, accompanied by Mr. Cooke, arrives at the bunkhouse kitchen and finds the cook holed up in his room. Mrs. Cooke is distracted upon noticing a cemetery on a nearby hill and she and Mr. Cooke walk away from the bunkhouse kitchen and examine the cemetery. The bunkhouse cook snubs the Cookes again by not joining the rest of the crew in eating a celebratory meal prepared and served at the ranch owner's house. The meal amounts to feasting for the ranch hands and Mrs. Cooke questions the wisdom of exposing them to the contrast in quantity and

variety of food the owner's household is enjoying. The crew is exuberant in appreciating this meal.

Mr. Cooke speaks of himself as a participative, hands-on leader who is all about teamwork. He does not accompany his men on either their first or second cow hunts. Mrs. Cooke says her husband is the implementer of her ideas and describes her part on the ranch as “. . . doing the backbone job.” She takes the lead in welcoming the guests as well as coordinating the festivities during a July 4th celebration at Cooke Ranch headquarters. The new foreman recognizes the lack of ranch work experience among the hands. He is giving the hands on-the-job training as they are learning to work as a team in “handling” cattle.

The July 4th celebration preoccupies and engages everyone on the ranch. Spirits are high in the bunkhouse as well as the owner's house. Unnoticed, a scouting party of Comanches observes the festivities at Cooke Ranch headquarters. After the party and once all of the revelers have either gone to sleep or departed for their respective homes, the Comanches sneak into headquarters and steal some of the horses out of the corral.

Episode 3: *The Cookie Crumbles*

The good times and easy spirits facilitated by yesterday's party are dashed. After arising this morning the ranch hands discover the theft of half of the working cowhorses. As the bunkhouse crew is grappling with the fact that their horses were rustled right under their collective nose, everyone in the owner's house is still sleeping. No one in the bunkhouse crew immediately leaves in pursuit of the rustled horses. The entire crew eats breakfast together before saddling any of the horses still in the corral. Mr. Cooke is

informed about the theft of the horses by one of his daughters after she learns of it from the hands when doing the morning milking. He wonders why he was not more quickly alerted by anyone and muses over the passage of more than an hour between the discovery of the theft and the hands leaving headquarters to go look for the horses. Without enough horses the future of the Cooke Ranch is in jeopardy. Mr. Cooke does not ride with the crew on the initial hunt for the stolen horses.

On the second day following the theft Mr. Cooke accompanies the crew in another search for the stolen horses. They find five of the horses grazing in a bunch and all of the riders return to headquarters with them. Once back with one-half of the missing horses the ranch hands, along with the Cooke's youngest daughter, spend the rest of the day roping a practice dummy. On the third day after the horses are taken Mr. Cooke takes the women of the house on a leisurely ride. In doing this the women are riding saddles the crew uses in its daily work. In the meantime all of the ranch hands remain at headquarters, two of whom use the time to trim and shoe a few horses. The Cooke's youngest daughter knows the hands consider the family's ride as nothing more than self-serving pleasure at the expense of pressing work. To the contrary she asserts ". . . Being out here is a chance in a lifetime. In 1867 a ranch owner would have taken his family out and shown them the land because eventually one of his sons or daughters would have inherited the ranch."

The women on Cooke Ranch are frustrated by the traditionally male-dominated culture of ranch life. Mrs. Cooke says she has personal goals to which the men on the ranch are oblivious. Her middle daughter states she is eager to do more than sit around

the house and wait for the men, of whom she is “kind of jealous” because they know what they are supposed to do while she does not. Mrs. Cooke’s youngest daughter, also the youngest person on the ranch, feels “left out a lot” but looks for things to do in order to keep her days busy.

Illness is an ongoing issue for most of the ranch hands. Along with general malaise and diarrhea the men are losing weight and stamina. Everyone on the ranch except the cook himself blames this problem on the bunkhouse fare. Mr. Cooke talks to the cook about the necessity of preventing foodborne illness. The cook rebuts the ranch owner’s accusations regarding his food handling and preparation practices and says “I don’t need unnecessary criticism for a job that’s very difficult to begin with.” Mr. Cooke puts the bunkhouse cook on notice. Overhearing this conversation, Mrs. Cooke reminds Mr. Cooke about his stated position and rule on lying.

Mr. Cooke’s conversation with the bunkhouse cook is not in any way curative. The cook is not more attentive to the dietary needs of the crew and the crew is no less disenchanted with him. Returning to headquarters at the end of a day on which the weather is particularly inhospitable, the hands find that no meal is prepared for them. One of the men takes it upon himself to start a fire and prepare and cook some food. The cook is ill-humored and berates the hand. Mr. Cooke witnesses part of this exchange between the bunkhouse cook and ranch hand. A short while later Mr. Cooke also hears the cook ranting about the meager and poor quality provisions with which he is supposed to work. The cook does not confine his angry remarks to being inadequately supplied, however. He also barks that he and the hands know who actually runs things on the

ranch, that it is Mrs. Cooke rather than Mr. Cooke. Upon overhearing these remarks Mr. Cook terminates the bunkhouse cook. Mrs. Cooke and the rest of the women of the house assist one of the ranch hands in inventorying the provisions in the bunkhouse kitchen and find the amount of useful supplies to be seriously low. This prompts Mr. Cooke to consolidate all of the ranch's food supplies and have Mrs. Cooke provide the crew morning and evening meals with the family and girl of all work at the owner's house until other arrangements are made. Subsequently, the ranch hands develop the impression that the owner and his household believe they are doing the hands a favor by feeding them. In turn, the ranch hands feel like guests during their meals at the house. Mealtimes interactions between the crew and Mr. Cooke and his household are strained. Mrs. Cooke is interpreting this tension as an "attitude of disrespect" on the part of the ranch hands.

One of the ranch hands volunteers to take on the duties of bunkhouse cook, seeing it as "a chance to do something different and too good an opportunity to resist." However, not everyone in the crew sees it this way. Another hand feels like this act of volunteerism is bailing out on the rest of the crew when every man available is needed for the daily cow hunts. Mr. Cooke considers the loss of a rider and says he will talk to the foreman and determine if a replacement is immediately required or can wait until it is time to drive the cattle to market. Reflecting on the various interpersonal conflicts and flurry of personnel changes, and the impact these people problems are having on ranch operations, Mr. Cooke says "This is a hard thing to day . . . every day." The new bunkhouse cook asks the Cooke family if he can spend time with them in learning more

about cooking. He receives a friendly response in the affirmative, up until the arrival of more supplies and the replenishment of the bunkhouse kitchen. Among the owner's household, the middle daughter is most positive about working with the newbie cook.

The crew initiates some all-inclusive frivolity on the ranch. The ranch hands invite the Cooke family and the girl of all work to the bunkhouse side of headquarters for an "evening of theater." Two of the hands spoof the stylized fighting in martial arts films, all the while assisted by a third man providing typical sound effects. This gathering results in much laughter shared by everyone on the ranch. As he observes the effect of a few minutes shared in laughter, the youngest member of the bunkhouse crew is thinking about "joy, contentedness, and optimism;" deeming each important to the success of the ranch.

Horse traders visit ranch headquarters. Although two of the trade horses are presented as "nice, sound, good cowponies," Mr. Cooke solicits the advice of the ranch hands and they convince him to purchase a young, untrained stallion. Carelessness results in a horse bolting with and destroying the ranch's only wagon. As a result the never-ending chores of gathering firewood and moving manure are now much more difficult. Unattended manure is already causing a fly infestation in the owner's house, about which Mrs. Cooke says "It has been a war and I am determined to win."

The ranch hands are continuously gaining more respect for their new foreman. His knowledge, practical experience, and essential skills are increasingly evident as the crew is accruing time with him in the process of capturing and claiming cattle for the ranch. Mr. Cooke now realizes he must have 200 head of cattle in order to meet his

immediate financial obligations then sustain business operations until another roundup and drive can yield the ranch's next pay day - a year from now. Mr. Cooke's revised calculation of the number of cattle required to meet the ranch's business needs places the foreman and crew under serious pressure. They only have six more weeks in which to find and claim 188 more to go with the mere dozen head of cattle presently wearing the Cooke Ranch brand or mark.

Episode 4: *The Great Divide*

Mr. Cooke contends the bunkhouse continues to operate independently of the owner's house despite his household's efforts to merge and function in a unified manner. He tells the foreman that he and Mrs. Cooke want the bunkhouse crew and owner's household to resume the original practice of eating their meals separately. The Cookes are determined to keep the family as far away from the crew as possible. Mrs. Cooke sees the bunkhouse crew as "dictating all the rules of the game" and thinks she and Mr. Cooke should be the ones who set all the rules on the ranch. The ranch hands are aware of Mrs. Cooke's desire to manage them. The hands were hired by Mr. Cooke and consider him the boss. They view Mrs. Cooke as a meddler. The hands' growing disrespect for their interpretation of the modus operandi in the Cooke household is manifest in their impertinence when interacting with the owner's daughters. Aware of the undertones of resentment that are dividing bunkhouse and owner's house, Mr. Cooke is uneasy about the possibility of losing the crew. After being on the ranch for a month Mr. Cooke decides he will be the single voice of management while he and Mrs. Cooke continue to partner in making managerial decisions.

One of the ranch hands explains that cowboy work is unrealistically glamorized. His description of his work as a Cooke Ranch hand is “You’re sore; you’re tired; your back hurts; you’re getting saddle sores; and it’s hard.” Mr. Cooke believes the ranch hands exist for a simple function – finding cattle. He is attempting to motivate the crew to push themselves, and their horses, harder - riding longer, scouting more rangeland, finding more cattle, and building up the ranch’s herd. Mr. Cooke has yet to identify a market for Cooke Ranch cattle. The foreman thinks Cooke Ranch is on the threshold of a tipping point; management, climate, and goal attainment can either positively materialize or go bust. In his mind the potential for positives hinges on Mr. Cooke separating ranch business from family issues, and allowing him and the crew he supervises to do their jobs.

Preordered supplies are as yet undelivered to the ranch. The ranch is running out of food. Rationing is the new norm in both the bunkhouse and the owner’s house. There is also no feed for the cowhorses. Mr. Cooke decides to remedy the situation for the remuda by instructing the hands to turn some of the horses out to graze. The horses are not hobbled or staked and they roam, scattering as they graze. The owner’s girl of all work around the house would rather be cowboying with the crew of ranch hands. She persuades Mr. Cooke to let her help in the emergency roundup by going out on a horse bareback and wearing only a halter. The girl of all work sees her actions as a capable person filling in where needed. The ranch hands view her actions as dangerous one-upmanship. It takes the bigger part of a day to gather the horses and get them all back in the corral.

The ranch hands are uniting as a crew. The nighttime conviviality in the bunkhouse is often lubricated with alcohol, which is provided by Mr. Cooke. Mrs. Cooke now views the crew's general behavior as that of rebellion and believes their nighttime carousing contributes to it. Mr. Cooke confiscates all of the alcohol in the bunkhouse. The ranch hands are riled and sense Mrs. Cooke is behind Mr. Cooke's action. Mr. Cooke knows the hands view him as Mrs. Cooke's puppet but he does not consider himself as such. He contends he and his wife make better decisions together than they can independently. Mrs. Cooke thinks of the ranch hands as single boys whom she would not expect to understand the give and take between husbands and wives. Tensions between the bunkhouse and owner's house are swelling and the ranch hands view each other with suspicion when one of them appears to spend a little too much time fraternizing with members of the owner's household. However, one of the hands characterizes the Cooke daughters as nice and polite. When this hand learns the youngest daughter has a sewing business he orders a shirt from her.

A freight wagon arrives with food and supplies for the ranch, including some furniture from the owner's real-life home in San Francisco. While the ranch hands find shopping at the freight wagon disappointing, the women of the owner's house are enthusiastic buyers of items considered to be luxuries on frontier ranches, including bath soap. Mr. Cooke has to trade a gallon of whiskey as partial payment of the ranch's bill with the freighter. The ranch hands are appalled upon seeing the whiskey being traded for women's toiletries.

Along with preordered food and trade goods, the freighter also brought the ranch's mail. One of the ranch hands receives news about the tragic death of a close friend. He decides to leave the ranch and go home. While walking away from headquarters he explains that he is glad he came, having learned much about life in general, himself, other people, teamwork, hard labor, patience, integrity, and honesty. Particularly close to the leaving ranch hand, another member of the bunkhouse crew explains how difficult it is to quickly adapt to the absence of someone with whom he has worked from day one on Cooke Ranch. Mr. Cooke realizes the ranch hands are galvanized as a team. He describes the members of the crew as being "like brothers" and knows they are experiencing as a group the departure of the hand. Mr. Cooke is concerned about the diminished size of the crew but thinks any replacement will have a challenge working into the very tightknit group.

Members of the 9th Cavalry, Buffalo Soldiers from Fort Santiago, visit the ranch with a letter stating the Army's desire to buy at least 100 beeves. The letter also stipulates precisely when the cattle must be delivered to the fort. Considering this delivery date Cooke Ranch has less than five weeks to claim at least 200 head of cattle, 100 beeves among them, and embark on a 50-mile cattle drive. The ranch currently owns 85 head of assorted cattle. Mr. Cooke introduces all of the ranch hands to the cavalrymen. The entire Cooke household also socializes with the soldiers. One of the visitors learns about the youngest daughter's sewing business and indicates he will purchase a shirt.

The Cooke household's girl of all work is increasingly interested in being repositioned as a ranch hand. She is deciding to tell Mr. Cooke she should be working with the crew and should go on the cattle drive. She believes the crew is too shorthanded and it is appropriate for her to work as a ranch hand because she has the skills to do so. She also confides she would rather be a hero to all the women in the viewing audience than try to be liked. She wants to be out working as a ranch hand whether the current crew likes it or not, and says "I don't think that they have the right to tell Mr. Cooke what he can and cannot do on his own ranch." The crew is aware of what the girl of all work wants to do and is displeased. One of the hands maintains the girl of all work has a better-than-you attitude and is out to prove something. He states "When you get to proving things out here you get yourself in trouble, and you get the people around you in trouble." The girl of all work makes her appeal to Mr. Cooke but he does not commit himself when responding to her. Instead, he decides to take the place of the departed ranch hand by riding with the crew. He conveys that he is under constant pressure to let the girl of all work go out and do ranch hand work but, knowing the hands' objections, he fears the whole crew might quit.

The crew is successfully claiming more cattle for the ranch. On each productive cow hunt the foreman is teaching and coaching the hands how to gather and drive cattle as a team. At the end of a day on which Mr. Cooke rides with the crew and more cattle are claimed, the hands ask for the return of their confiscated alcohol. Mr. Cooke gives it back to the crew under an agreement that if it results in any hand missing work that hand's wages will be docked. Having their whiskey, the crew stops work for the day

without bringing in the milk goats. Mrs. Cooke is angry and, in front of their daughters, confronts Mr. Cooke about returning the alcohol to the ranch hands without first consulting her. Mrs. Cooke declares “These girls are not going down there to milk again!” A little while later she tells one of her daughters “. . . I’m very preoccupied with protecting the women on this ranch.” The same daughter confides “I kind of expected to bond more as a family and become like a unit; like a team, or something corny like that, but it’s hard ‘cause out here it’s very concentrated tension. And it’s like every day something happens and we just have to talk about it for an hour.”

With the girl of all work by her side, Mrs. Cooke discusses what she perceives as a constant underlying threat of mutiny by the bunkhouse crew. She advocates calling the crew’s hand. Mr. Cooke confides to the viewer his acknowledgment of the strain he is experiencing. He reveals that he did not anticipate the multidirectional challenges in the “people part” of owning and managing this family-owned business. His thoughts are not confined to Cooke Ranch employees but encompass his ever-present family as well. It is only the halfway point of the *Texas Ranch House* challenge and Mr. Cooke says “It seems like it’s been an eternity. . .”

Episode 5: *Showdown at the Cooke Corral*

The cattle drive is to get underway three weeks from now. Cooke Ranch is presently short 83 head of the 200 cattle it needs. It is 9:00 a.m. and, as usual, the bunkhouse crew is still asleep.

Now stirring, the ranch hands are summoned to the owner’s house for a meeting. Mr. Cooke is sitting at the table with the crew. Mrs. Cooke is present but seated on a

nearby bench. Mr. Cooke begins the meeting with criticism of the crew's work ethic. He quickly progresses to the point of telling the ranch hands they are all replaceable and that he does not care if they all leave. He reminds the hands that they work for him and then says any request either he or his wife makes is to be met with immediate compliance. On a roll now, he says "You're not cowboys, you're hired ranch hands. Hired ranch hands do whatever the owner tells you to do. I'm looking for a major turnaround, guys!" One of the ranch hands interjects "Well, if you dared tell the truth. . . ." and Mr. Cooke explodes with "Shut up! I'm not talking to you! You work for me!" Mr. Cooke cannot make eye contact with the foreman and demands that he remove his hat. Mr. Cooke also makes one of the hands move in order for him to see the foreman. The foreman does not address the crew's typically delayed start to a work day but otherwise attempts to defend himself and the crew by saying what they *have* been doing. He goes on to say "I know how to do this. It's my job; I know how to do it. I'll do it the way I know. But if you want to do it different I will do it the way you want to do it." A ranch hand asserts "Kinda like us coming into your world of accounting and just telling you how to do things; we have no clue. [The foreman] has plenty of experience with animals. I don't know about your background but you come here and act like we don't know nothing about it." Silent until now Mrs. Cooke enters the adversarial conversation.

Mrs. Cooke injects "So you think [the foreman] should be in charge of the ranch?" The ranch hand says "No. He'd probably rather be out there doing the work instead of just being around here I mean y'all don't have the experience out here. He's the one." Mrs. Cooke responds "But you know running a ranch also has a business

side of it Everybody has to respect everybody else's knowledge and you really need to determine, I think, who is running the ranch You guys feel you're operating a ranch all on your own And we're saying that's not it." A ranch hand quietly offers "I believe that's your impression, ma'am." Mr. Cooke continues to remain silent and Mrs. Cooke does not let up. She says "it" does not mean as much to the hands as "it" does to Mr. Cooke and her. After Mrs. Cooke tells the hands all they care about is cowboying Mr. Cooke finally speaks again and asks if anyone else has anything to say, to which the foreman asks permission to go to work and find some cattle. The meeting ends.

The crew is riding off from the meeting with Mr. and Mrs. Cooke when a new ranch hand arrives. He introduces himself to the crew. Mr. Cooke invites the new hand to have breakfast and he does, with the entire Cooke family. Mr. Cooke tells the new hand he is disappointed with the crew, just dressed it down, and realizes the awkward position the new hand is in. To end the conversation Mr. Cooke says "We're the most approachable people you'll ever find. You might hear the rumor that we withhold food; couldn't be farther from the truth."

Mrs. Cooke is pleased with Mr. Cooke for taking his stand with the crew. She describes him as ". . . a terrific, likeable, honest guy. What you see is what you get . . ." The ranch hands are not nearly so pleased and say Mr. Cooke's speech does not really change anything. One of the hands says "There are no other 1867 ranches we can go work at, but if there had been, I believe some of these men might have left a long time ago. And if we had gotten up and left that table. . . I don't think [Mr. Cooke] would

make [his] mortgage payment.” The crew suspects Mrs. Cooke is responsible for Mr. Cooke’s approach and message in giving them the dressing down.

It is the morning after the angry speech and the crew is off to an early start on the day. Mr. Cooke rides out with the ranch hands. It is still early in the day and Mr. Cooke is wandering off from the on-going work. One of the hands goes after and retrieves Mr. Cooke. After lunch and the midday change in horses Mr. Cooke does not go back out to hunt for cattle with the crew.

The crew is steadily claiming additional cattle for the ranch. The new ranch hand is a good fit with the original members of the crew. Mr. Cooke believes he is seeing an improved work ethic and that his speech is responsible for it. He is concluding that a forceful approach is best in managing the ranch hands. Mrs. Cooke considers the confrontational “performance meeting” to be the first thing that generated any real productivity on the part of the crew. While the owner and his wife are arriving at these conclusions the hands are arriving at another. One of the ranch hands amusedly describes the whole recent scenario with Mr. and Mrs. Cooke as a “middle manager’s gambit” in which good people do their jobs well in spite of their manager who believes he / she is personally responsible for generating acceptable performance.

Mrs. Cooke tells Mr. Cooke she does not need a maid and together they tell the girl of all work they want her to take part in the roundup and then tend the remuda during the cattle drive. The girl of all work leaves the ranch for training to prepare her for this upcoming work. No one in the bunkhouse knows why the girl of all work disappears off the ranch or Mr. and Mrs. Cooke’s plans for her. Mrs. Cooke is pleased

by the thought of having only Cooke family members occupying the owner's house. Mr. Cooke contends he is making this personnel change for the benefit of the ranch and because of this there should be no argument from the foreman or ranch hands. Nonetheless, Mr. Cooke tiptoes into his next conversation with the foreman. The foreman surprises Mr. Cooke with a proposal for an overnight cow hunt; an idea the ranch owner likes. Mr. Cooke eventually brings up the angry dressing-down he gave the foreman and crew a few days ago and tells the foreman that none of it was directed toward him. The foreman is not impassive to the owner's remark and responds by telling Mr. Cooke that he did not appreciate the way he was made to feel and look when Mr. and Mrs. Cooke came down on him and the rest of the ranch hands. Mr. Cooke concludes the conversation without ever mentioning the girl of all work.

Mrs. Cooke overhears her husband's conversation with the foreman and is disturbed. She immediately informs Mr. Cooke that she was shocked by his telling the foreman that the dressing-down was not meant to include him because it was. She goes on to say "[The foreman] has shown you disrespect from the beginning. . . . What you stood for that day is as valid today as it was then. . . . It makes me mad at myself that I let him manipulate that. . . . It floors me, being a 21st century woman who's been a business owner, who's been in corporate America, who's run a household, that I go sit in a corner so as not to upset a chauvinist. . . . It betrays everything I am and everything that you love about me." When Mr. Cooke replies that what she says is true Mrs. Cooke declares "I'm never going to do that again." The Cooke's middle daughter confides that

the foreman “has a kind of power” over her parents which is interrupting their relationship and functionality.

To the disappointment of the volunteer bunkhouse cook he is not included in the overnight cow hunt. The crew finds and claims additional cattle for the ranch, bringing the total tally to 174. Shortly thereafter one of the ranch hands approaches Mr. Cooke about swapping a portion of his accruing wages for one of the ranch’s horses. Without consenting, Mr. Cooke says he will consider making a deal. After talking it over with Mrs. Cooke, both the owner and his wife meet with the hand and say the horse and a bill of sale will be conveyed when Mr. Cooke settles up with him and the rest of the hands. Mr. Cooke also spends time with the hands around the bunkhouse, even learning from the foreman how to shoe a horse.

Mrs. Cooke is encouraging Mr. Cooke to tell the ranch hands about the plans regarding the girl of all work. Mr. Cooke is reluctant to do so out of concern about yet another perturbation of the relationship with the crew. The Cooke’s youngest daughter finds everyone friendlier and the overall atmosphere more relaxed now that the girl of all work is away from the ranch. All of the Cooke women are only partially dressed as they go about headquarters. Although the crew still does not explicitly know about the owner’s plan pertaining to the girl of all work they are aware of and wondering about her disappearance.

It is the day the girl of all work is to return to headquarters and Mr. Cooke begins a conversation with the foreman by saying “. . . Nothing bad. I’m not trying to surprise you.” After they sit down at the table with Mrs. Cooke, Mr. Cooke tells the foreman he

wants the girl of all work to participate in the upcoming cattle drive, replacing the current wrangler plus assisting the camp cook. The foreman replies “It’s like introducing a new breed of cattle. I mean I can tell you what I would do, what I recommend, but then it is your decision.” Mr. Cooke does not question the foreman about what he would recommend. While the foreman is gathering the crew to hear this news directly from the owner Mrs. Cooke tells Mr. Cooke to stay on task in announcing their “business decision.”

The crew is not silent upon hearing Mr. Cooke’s pronouncement regarding the girl of all work. One of the ranch hands wants to know if Mr. Cooke first asked the foreman if another hand was necessary. This hand presses on to get Mr. Cooke’s assurance about this being his own decision. While Mr. Cooke is answering in the affirmative Mrs. Cooke chimes in to justify the decision to include the girl of all work in the cattle drive as a member of the crew. When the Cookes indicate the new role for the girl of all work is not yet fully determined the bunkhouse cook reminds them of his temporary, fill-in status as cook. Mrs. Cooke goes to some length in explaining how he is more qualified than the girl of all work to serve as camp cook. As the crew leaves this meeting with the Cookes one of the hands says “One more promise broken.” With the crew beyond earshot Mr. Cooke tells Mrs. Cooke the hand did volunteer to serve as bunkhouse cook with the request that he not have to cook on the cattle drive. Mrs. Cooke replies “Well Mr. Cooke that’s another pot of beans for you to stir because you’ve already had a conversation with [the girl of all work] as well.” The girl of all work is greeted with a hug from Mrs. Cooke when she arrives back at headquarters.

The hands, as well as their foreman, are displeased with Mr. Cooke for omitting the foreman in the process of making the decision to redeploy the girl of all work as one of the hands in Cooke Ranch's eleventh hour. Mrs. Cooke believes the source of displeasure is an issue of gender. In contrast one of the hands opines that the bunkhouse is at odds with the owner over a distinct person and personality. This ranch hand contends "If it had been a butler and not a maid we would still be having this same discussion."

Episode 6: *Lords of the Plains*

Even though her usual duties are now redistributed among the Cookes' daughters the girl of all work is not working in concert with the other ranch hands. Mr. Cooke forbids the girl of all work to talk directly with the foreman, with whom he has not yet spoken about supervising her. She alters a pair of pants and makes herself a pair of chaps, both of which she immediately begins wearing while going about the familiar chore of gathering firewood. In terms of riding and cowboying with the crew, she is in functional limbo. Even so, the Cooke's middle daughter is now jealous of the girl of all work. Retaining none of her jobs in the owner's house, the girl of all work finds living with the family an awkward situation. Besides the cook, none of the bunkhouse men will speak to her and the girl of all work attributes the situation to her being a threat to their manhood.

The bunkhouse cook encounters Mr. and Mrs. Cooke and asks Mr. Cooke if he can have a man-to-man conversation with him. Once Mrs. Cooke departs the cook revisits the issue of his role as cook being a temporary one. Mr. Cooke praises the cook

for his service to the crew and loyalty to the ranch. The cook tells the owner he still regards himself as a cowboy and the foreman wants him back as a riding hand. Mr. Cooke says he is absolutely sympathetic toward the cook's feelings but cannot promise anything at the moment. After this amiable conversation Mrs. Cooke angrily confronts Mr. Cooke and says "You let a 19 year-old boy decide how we're going to run this business. You knew what to do. You just weren't willing to do it. . . . You men don't comprehend how much you hurt the women on this ranch. . . . There's room for me to be myself and not to be put down by my husband or some 19 year-old boy!"

Although Mr. Cooke is accompanying the crew on cow hunts he is not adding any skills to the team when the work involves traditional cowboying. He simply watches while the hands, the bunkhouse cook among them, works a small bunch of cattle in a rough canyon. The number of claimed cattle claimed by Cooke Ranch now totals 184.

While out riding the line, the foreman and another hand discover a Comanche camp which includes armed men and several horses. Among the horses are some of those rustled from ranch headquarters. Unarmed, the foreman and ranch hand ride into the camp without incident. The Comanche leader informs the two hands that he wants to trade horses for some of the ranch's cattle. The foreman is receptive to this idea because he knows the ranch needs several more horses in order to make it through the cattle drive. The trading will take place at headquarters the next day. The hand will remain with the Comanches while the foreman returns to headquarters to inform Mr. Cooke. Once back at headquarters the foreman reports the presence of the Comanches and their intentions, the ranch hand's captivity, and his recognition of Cooke Ranch horses among

those at the Comanche camp. No one asks where the camp is or how many Comanches are encamped there. Neither the bunkhouse crew nor anyone in the owner's house is fretting over the well-being of the hostage and Mr. Cooke frames the situation as "Apparently some Indians are interested in trading horses for some of our cows. Don't know much else but we don't deal with terrorists here."

Mr. Cooke gathers everyone for collective discussion after hearing about the Comanches. The foreman explains the Comanches want 40 head of cattle in exchange for four horses and the ranch hand they are holding hostage. "Mr. Cooke says "It sounds like a pretty steep trade that they want. But the pressing matter is that we have enough horses to get us through a cattle drive. And if these are top quality horses that might be a worthwhile trade. . . . We've got enough cattle claimed now that I'm comfortable." The foreman, however, wants to trade some of the ranch's current horses for better horses. The foreman is not viewing the Comanches as planning to raid headquarters or up the ante by capturing the women and Mr. Cooke deciphers the uninvited visitors and their actions thus far as being "friendly." Mr. Cooke decides to keep all of the hands at headquarters.

Mrs. Cooke is interpreting the forthcoming appearance by the Comanches as an event that calls for hospitality. She is marshaling both the bunkhouse and owner's house kitchens in preparing a fine noonday meal and setting the table with her best china. She is dictating seating assignments for everyone, including all of the women. Not everyone is pleased with the plans and methods manifesting in headquarters' preoccupation with the Comanches' visit. Mrs. Cooke views this preoccupation, and the internal strife

accompanying it, as being tied to the assertion of authority. She says “Who’s in charge? And who makes the final decisions? [The foreman] is considered godlike. He’s not working as the right arm of the ranch owner.” Mr. Cooke contends “We need to have it clear where the decisions are coming from.”

There are two mounted Comanches visibly situated on the crest of a hill overlooking headquarters as their solitary leader walks up to the gateway leading into the headquarters compound. There is no sign of the hostage ranch hand. The foreman greets the lone Comanche at the gate and then walks him over to Mr. Cooke at the house. The foreman introduces the Comanche to Mr. Cooke who then introduces his entire family. When negotiations are about to begin one of the ranch hands presents the Comanche leader with a hand-rolled cigarette which he accepts and graciously acknowledges. The Comanche leader gets directly to the business at hand. He tells Mr. Cooke he wants 10 cows for one horse and makes it clear that Mr. Cooke is trading for the privilege of living on Comanche homeland. As Mr. Cooke is confiding to the viewer that he has “no leverage at all” the newest ranch hand has unsettling thoughts about Mr. Cooke not grasping the vulnerability of Cooke Ranch in its current context. The foreman is mindful of the hostage ranch hand and is concerned about Mr. Cooke’s sluggish engagement in the negotiations. The foreman introduces the idea of trading horses for horses but the Comanche does not consider the ranch’s horses to be on par with the native mustangs he already has and says “If we don’t get 30 cows we might have five women.” Mr. Cooke responds with the possibility of trading 15-20 cows for four horses. There is no mention of the fact that the Comanches are traveling with cowhorses stolen from Cooke Ranch.

As the Comanche is agreeing that 20 cows for four horses is a good deal the foreman blurts out "15." Everyone ignores this as the Comanche immediately reminds Mr. Cooke about the captive ranch hand. Mr. Cooke replies "He's not on the table for negotiation. . . . And we let him stay with you." The Comanche has none of this and states the hand was retained. Mr. Cooke states a personal aversion to trading for people. The Comanche leader is appalled by what he views as Mr. Cooke's lack of regard for life. Mr. Cooke is insistent upon not mentioning the ranch hand in his counteroffers but finally strikes a deal that will return the hand, along with four horses, to the ranch in exchange for 25 cattle. Declining the offer to dine with everyone at headquarters, the Comanche leader takes some food with him when he leaves. Mr. Cooke and the crew deliver the agreed upon cattle to the Comanche camp and return to headquarters with the ranch hand and four horses. One of the four horses is the horse the captured hand was riding when taken hostage. Following the trade the Cooke Ranch herd consists of 159 cattle.

Mr. Cooke tells the foreman to start working the girl of all work into the preparations for the cattle drive. The foreman agrees to this but surprises Mr. Cooke by saying he wants to show respect to the Cooke girls by taking them all riding before doing so. When this conversation ends Mr. Cooke agrees to have the girl of all work talk and clear the air with the foreman but cannot decide whether he and Mrs. Cooke, or their daughters, should be the first to go riding with the foreman. Mrs. Cooke is angry with Mr. Cooke for agreeing to have the girl of all work talk with the foreman before being worked into the crew. She contends Mr. Cooke should simply state the girl of all work is a new ranch hand and the foreman should immediately deploy her as such. After Mrs.

Cooke contests the issue Mr. Cooke immediately goes back to the foreman and tells him to take the girl of all work with the crew on the cow hunt for which they are now saddling the horses. The foreman vigorously reacts to this turn of events and Mr. Cooke eventually relents and decides to go with the foreman and crew, leaving the girl of all work at headquarters. As Mr. Cooke is telling the girl of all work he is turning her over to the foreman the next day she begins to challenge his decision on the basis of his letting the newest man immediately go into the crew but quickly stops herself. Mrs. Cooke tells Mr. Cooke “I’m sorry I got you on this. I really am. And you don’t deserve it because you are a very, very kind man.”

The girl of all work is having misgivings about pursuing her ambition to be a ranch hand. She describes her feelings as humiliation due to the way she is being treated in front of the bunkhouse men. However, framing the situation as a long-fought battle, she eventually declares “But they’re not goanna win. They can’t win!” While talking with the foreman in the appointed conversation she tells him that, through no agenda of her own, Mr. Cooke took the initiative in reassigning her in the new role of ranch hand. She also says she never previously approached the foreman about being in the crew because she felt his failure to acknowledge her was disrespectful. The foreman tells her he does not like to be pushed or told what to do and, while he is going to give her an opportunity to ride, he expects from her the same respect he receives from the men in the crew. The girl of all work says she will give the foreman all the respect he deserves and she wants the same in return. Before this exchange concludes with the girl of all work expressing her thanks to him, the foreman explains “. . . The thing is with me it’s my

word of mouth. That's what counts. It's a word. If a man or a woman does not have a word I have no respect for 'em."

Episode 7: *Trail Blazing*

The girl of all work is assigned the duty of cleaning the horse pens. She is resigned to maintaining a humble demeanor around the foreman and playing the game with the ranch hands in order to earn her chance to work with them. While the girl of all work is hard-pressed to keep up with the chore of picking up after the corralled remuda some of the hands find sufficient time to practice their heading and heeling on a roping dummy. The big cattle drive to Fort Santiago is to get underway two weeks from now. Mrs. Cooke views the cattle drive as the last hurrah for the ranch hands and is planning to kick it off with a fandango, which she considers her own last hurrah. She also invites 30 friends and neighbors to come to the party.

Now down to a week before setting off on the cattle drive, the bunkhouse cook faces the task of building and stocking a chuck wagon while he continues to provide the crew three meals every day. He undertakes this job as if convinced he will still be cooking on the cattle drive. He is working on the chuck wagon and maintaining the bunkhouse kitchen as the rest of the crew begins the final roundup.

The last roundup is underway and the girl of all work is riding with the full crew of ranch hands. One of the original members of the crew orients her to the lay of the rangeland by describing various regions and pointing out landmarks while they gather cattle. Mr. Cooke is not participating in the roundup, remaining at home instead. The roundup yields a bonus as nine previously unclaimed cattle are included in the gather.

Partnering with one of the original ranch hands, the girl of all work mugs the new-found calves for branding. The rest of the crew applauds her efforts and one of the men muses “[Her] attitude shift has helped enormously. She’s really turned around, so of course she’d be in there with us.” The girl of all work says she is happy because she is doing the work she hoped to do. The ranch’s total cattle tally is 168 head, from which Mr. Cooke is planning to market 120 while keeping back 48.

Mrs. Cooke is ill and is looking to the rest of the family to carry on in preparing for the fandango. Mrs. Cooke holds little hope for her fandango successfully uniting everyone because she is uncertain about the hands also wanting this to happen but she is intent on giving them a positive sendoff on the drive. Little is being accomplished in the way of party preparations and Mrs. Cooke asks a woman on a nearby ranch to come lend assistance. The neighbor obliges and immediately discovers she has her work cut out for her. Racing against the clock now, the neighbor takes charge of the Cooke household and directs the Cooke girls to clean the house while she personally addresses the assembly and preparation of food. The neighbor starts in the garden and is surprised upon finding an overabundance of unpicked vegetables. She collects more than enough vegetables for the fandango and passes along a large surplus to an awestruck bunkhouse cook. The middle Cooke daughter explains “We actually didn’t know that a lot of the stuff in there was stuff that we could eat because we’re not big vegetable eaters . . .” The fandango is less than 24 hours away and requires the neighbor, assisted only by the reclaimed girl of all work, to work all night in preparing the necessary foods.

The initial elation felt by the girl of all work while working as a cowgirl is short-lived. Following the roundup she is immediately assigned to help the bunkhouse cook because he is behind schedule in readying the chuck wagon. When the crew is out tending the assembled herd she is still wearing her chaps but assisting with stocking the wagon. Next comes a return to the ranch house kitchen and the whirlwind preparations for the fandango. The girl of all work is displeased and vocal. She complains “. . . I feel like I’ve been slighted. It’s kind of humiliating to not be able to do your job.” The ranch hand who had complimented an apparent attitude change in the girl of all work is now saying “I overheard [the girl of all work] complaining about not riding today and, I’ll tell you what, it raised my hackles. She wanted to be a cowboy and all cowboy work is not done on horseback.”

It is the day of the fandango and Mrs. Cooke is feeling well. Her helpful neighbor is exhausted. The bunkhouse crew is excited about the party and everyone is cleaning up to go. Even the bunkhouse cook, who has yet to finish his preparation of the chuck wagon, plans to make the most of the party before completing the wagon in the middle of the night. The Cooke’s are expecting numerous guests including the people who trained everyone for their respective roles on Cooke Ranch during the *Texas Ranch House* challenge, local ranchers, and some young women from a nearby town.

It is dusk when Mr. Cooke, with Mrs. Cooke at his side, welcomes everyone to the fandango. Mrs. Cooke is moved by the sight of the happy crowd stirring around the brightly lit house and deems this a proper and joyous way to spend the evening before the cattle drive begins. She is considering the start of the cattle drive to be the climax of

this summer on Cooke Ranch. There is an abundance of food, which the bunkhouse crew especially savors, and a good deal of dancing. Early on two of the ranch hands dance together before the crew begins dancing with the young female guests. No one dances with the Cooke daughters. The party extends even longer as the crew invites their new female friends to the bunkhouse.

As the sun rises on day one of the cattle drive the bunkhouse cook provides an early breakfast before the ranch hands begin to push the herd. Mr. Cooke is riding with the crew when the drive kicks off. After riding a mile or two he returns to headquarters, believing that he is more needed at home than on the trail. The chuck wagon is still not ready and is not leaving headquarters with the herd. The girl of all work is helping the cook load the wagon but it takes four hours to finally get the chuck wagon moving out. Now that the herd is hours down the trail and the chuck wagon is on the move toward a predetermined campsite, the girl of all work is shifting roles again. Sharing the role of wrangler with one of the original ranch hands, she is ponying the extra horses. At the outset one of the horses in the string she is leading is lame in the rear. The herd of cattle - 131 head - is a mix of steers, bulls, heifers, and cow-calf pairs. The crew is having a difficult time pushing the cattle and the herd is moving very slowly. The ranch hands, other than the foreman and his designated point rider, are rotating through the swing, flank, and drag positions. The chuck wagon reaches the campsite first, followed by the wranglers and remuda. After 12 hours in the saddle the rest of the crew finally brings the herd up to the campsite. There is a thunderstorm looming. Because the foreman fears the cattle may stampede in the upcoming storm and is concerned about the safety of the

ranch hands if they do, no one is tending the herd as night falls. The storm scatters the herd. The camp cook is working through the thunderstorm and deep into the night readying food for the next day's meals.

Day two on the trail begins with the crew rounding up and reassembling the herd, a process requiring four hours. Mr. Cooke is riding from headquarters to determine the storm's effect on the drive. Individual outlooks about life on the trail vary. One of the original ranch hands says "I think this is the most incredible lifestyle. You could easily get wrapped up in it and live it forever." In contrast the girl of all work is lonely and finding her relationship with the other wrangler to be more about work than friendly companionship. The cook is exhausted to the point of not remembering what day of the week it is. He says ". . . I just don't have it in me. I'm seeing a side of myself that I hadn't really ever seen before." Mr. Cooke is spending the night in the cow camp. Two of the ranch hands are assigned to watch over the herd during the night from a separate hilltop camp. They are both sleeping within an hour of reaching their outpost.

As on day two, day three on the trail begins with the crew gathering scattered cattle and re-forming the herd. Mr. Cooke is riding with the crew in this process and at one point the foreman yells "Mr. Cooke, you're killing me out there!" When the crew comes into camp for a midafternoon break Mr. Cooke tells the girl of all work "I'm not built for this." He is realizing that purposeful cowboying is long, hot, and hard work. He goes back home instead of staying another day with the drive as originally planned.

With everyone except the ranch owner and his family away trailing the herd to market the atmosphere is one of extreme relaxation at Cooke Ranch headquarters. Mr.

Cooke says “It is much more relaxed. I wouldn’t call it a vacation but more of a, oh, fun. They’re [Cooke daughters] having fun together. They’re not really inhibited at all at the moment. That’s cool. That’s good for them.” Like her daughters, Mrs. Cooke is also relaxing. All of the Cooke women are going about wearing only their chemises and taking frequent naps.

It is day five for the ranch hands out on the trail and uninterrupted serenity for the Cooke family at headquarters. Mr. and Mrs. Cooke are compiling a list of improvements they need to make in preparation for a final assessment of the ranch’s status at the end of the season, which coincides with the conclusion of the *Texas Ranch House* (Barreto, 2006) challenge. The Cooke’s middle daughter confides “I think over the next 10 days we will be straightening up the house, getting ready for evaluation, and washing the dishes from the fandango still. We’re not, you know, tackling all of ‘em yet. There’s still a lot to wash. We’re not really kind of energetic enough to do that yet.” Large numbers of flies are swarming stacks of dirty party dishes as well as the family’s food at mealtime.

There is a particularly fractious steer in the trail herd. He is as yet unmarked and the foreman wants to rectify this. Monotony is setting in after five days on the drive and the crew is excited by an opportunity to rope, throw, and mark the recalcitrant steer out in the open range. This bit of traditional cowboying immediately turns into a wreck when the foreman ropes the big steer around the neck instead of heading him with a loop around the horns. The novice nature of the ranch hands is manifested when the secondary ropers all miss their loops. The steer jerks the foreman’s horse down to the

ground. This prompts the unexpected appearance of two men who are not employees of Cooke Ranch. One of these men runs on foot to assist the fallen foreman and horse as the other man rides in and heads the steer. Cooke Ranch hands eventually mug the steer to the ground and bob his tail. The foreman is unhurt and, along with the rest of the crew, relishes taking his share of the steer's tail hairs as a trophy. The drive resumes and at the end of the day the girl of all work is too tired to do anything more than mindlessly roll dough while assisting the camp cook.

Episode 8: *The Reckoning*

It is day eight, and the final day, of the cattle drive. After spending most of the past week at home with his family, Mr. Cooke is rejoining the drive in order to barter the sale of the cattle upon reaching the trail's end at Fort Santiago. He confides "My mission is to sell the cattle for the best price I can get. If we don't sell enough cattle we won't be able to make our payment for the land and if we don't make our payment for the land we lose the ranch, so this is something we have to make happen." Mr. Cooke learns that one of the ranch's horses is no longer serviceable due to bad feet. The herd is driven across a highway. One of the ranch hands says. Freaky weird! I've just come back from wonderland! Seeing the road after all this time is the weirdest thing I can possibly imagine. It's just snapped me back to reality and, to be quite frank, I've suddenly realized I don't want to leave. If I see a house I'm probably going to cry." The cook, however, is marking time until he can leave Cooke Ranch. He says ". . . The bad is kinda outweighin' the good at this point."

Mrs. Cooke and her daughters are taking it relatively easy back at headquarters. All of the women are barricaded in the parlor in order to avoid ubiquitous swarms of flies. Mrs. Cooke confides “I never really noticed the stink around here until you couldn’t open a window. . .” Her youngest daughter confesses the kitchen is now surrendered to the flies. With the ranch hands away on the cattle drive and unable to help, the situation with fly-breeding manure around the house has worsened. Mrs. Cooke begins washing the dishes used eight days ago during the fandango.

The herd satisfactorily arrives at Fort Santiago. The ranch hands are pleased with the trail drive completed and well done. The most recently added bunkhouse man considers it a matter of teamwork and says “. . . We stuck together. We learned a lot together. It was just an awesome experience.” Mr. Cooke rides alone into the fort and meets the Army’s very experienced cattle buyer. The buyer immediately sends one of his men to pair up with the Cooke Ranch foreman in getting an accurate count on the cattle. They confirm a tally of 131 head, from which the buyer sorts all steers weighing 400 pounds or more. Mr. Cooke’s need and plan are to sell all of the cattle but only three out of five cattle in the herd are being selected by the buyer. The buyer tells Mr. Cooke he wants to confine negotiations to the 86-90 selected beeves. Mr. Cooke wants to sell the entire herd and realizes he is in a hardball negotiation. Eventually, the buyer accepts Mr. Cooke’s price on the beeves and then buys the remaining animals at a lower price. There is no indication that Mr. Cooke ever asks when the Army might again be in the market for beeves. Mr. Cooke and the crew immediately leave Fort Santiago for their return to Cooke Ranch. Once back at ranch headquarters Mr. Cooke and the crew are greeted by

Mrs. Cooke who, minus an actual dress, is wearing her undergarments. Mr. Cooke tells Mrs. Cooke “We get to keep the ranch.” Mr. Cooke reflects on the challenges he is experiencing as owner of Cooke Ranch and confides “I’ve had to rise to those occasions.”

It is the day after the return to headquarters and it is pay day for the crew. Mr. Cooke talks with each hand individually and gives the hand a chance to purchase a horse. Not every hand wants to buy a horse and those who do find themselves in a negotiation with Mr. Cooke. Mr. Cooke prices his horses higher than expected and some of the ranch hands let him keep them. One of the hands, the man held hostage by the Comanches, does not expect to pay for his horse twice. This ranch hand is the same hand to whom Mr. and Mrs. Cooke earlier committed the sale of a horse. The horse in question is the horse this hand rode into and out of the Comanche camp. Mr. Cooke tells the hand he was out some cattle in buying him and the horse back from the Comanches. Mr. Cooke explains “. . . I’m good with settin’ you free from the Comanches but, at this point, I bought the horse back. It’s my horse again.” The ranch hand is incredulous regarding Mr. Cooke’s view and, besides angrily giving him a lecture on the meaning of a handshake in Texas, says “Sir, I rode back on *my* horse. As far as I’m concerned you paid 25 cows for *three* horses and weren’t paying attention when we rode out of there.” To which Mr. Cooke replies “Oh, I was paying attention. I was paying attention that, uh, I got ripped off in a big way. And I didn’t have to buy your freedom, but I did.” The ranch hand snaps back “You didn’t buy my freedom. I was set free.” Then Mr. Cooke declares “I bought your freedom. I’ve been an honorable man to you. . .” The hand says

he is going to ride the horse off the ranch when he leaves. Mr. Cooke tells the hand he will personally, physically stop him if he tries to do this. The hand wants his wages in silver which Mr. Cooke says he does not have. The hand refuses to take his payment as a banknote from Mr. Cooke. The women of the house are overhearing Mr. Cooke's conversations with the ranch hands and when this exchange ends Mrs. Cooke appears and tells Mr. Cooke "You're awesome! I love you! You're amazing!" Talking with her oldest daughter and the girl of all work about how they would each like to see Mr. Cooke give the ranch hand a physical beating Mrs. Cooke says "It's been a long time coming."

The bunkhouse crew is laughing about Mr. Cooke's stance on the horse and threat of physical violence toward the ranch hand. Mrs. Cooke is simultaneously convincing Mr. Cooke that the hand quit and should immediately leave the ranch because a man of the hand's character on the premises puts her daughters at risk. When Mr. Cooke says "Done" Mrs. Cooke says "You're a good man. I'm proud of you." Mr. Cooke immediately walks to the bunkhouse to pay the ranch hand with silver and then dismiss him – one way or another. The ranch hand pours Mr. Cooke's bag of silver coins out onto the ground as Mr. Cooke makes his way back to the house.

The offended ranch hand is already moving purposefully in regard to the contested horse when the rest of the observant crew fully understands this last exchange with Mr. Cooke. The hand walks to the corral and bridles the horse. Mr. Cooke and the women of the house are watching the ranch hand and Mr. Cooke says "So if he takes the horse he's a

horse thief.” The Cooke’s middle daughter asks “Are you not going to do anything?” Mr. Cooke neither answers nor rises from his seat.

The bunkhouse and corral are flurries of activity. The foreman tells the dismissed ranch hand “. . . We had a pact. We’re leaving with you.” Another hand says “We’re with you, brother.” A third member of the crew confides “We all decided together if one of us left, that we’d all leave together. And as we’re men of our words, we all decided to leave with [him].” The most recently added bunkhouse man also confides “. . . This is just not the way we wanted to go so he [Mr. Cooke] can take his fountain pen and shove it somewhere.” The bunkhouse cook explains “Sad as this is, it’s also beautiful in a way because it illustrates the companionship and the camaraderie and the stick-together-spirit of the cowboy.”

Watching from the house as the bunkhouse hands are hurriedly preparing to leave en masse Mrs. Cooke is opining “They don’t understand that it takes everybody. They wouldn’t have had jobs if it hadn’t been for ranch owners.” Two of her daughters are saying “We tried to be nice to them” and “We’re not bad people.” The middle daughter is giddily clamoring about wanting to go home early. The girl of all work is standing over the seated Mr. Cooke and exclaiming “No! The season is over. You made your money. You don’t need hands through the winter. You don’t have to feed them for two nights. You win!”

The offended ranch hand slowly and deliberately rides the horse in question along the full length of the owner’s house on the way to the gateway out of headquarters. Mr. Cooke poses neither impedance nor threat to him. Mrs. Cooke is confiding “. . . . We

don't have a shotgun to stand there and say that's my horse. And then we realized in the end, you know, let him take it because what he's done is proved exactly what we've said. He is a thief." Riding together - mounted singly except for one case of riding double - at a calculated distance behind the offended ranch hand, the other hands stop in front of Mr. Cooke on their way out of headquarters. All except the foreman say goodbye and express regret about the situation with the offended hand. Mr. Cooke addresses them with "Maybe someday everybody'll understand but it was the right thing to do." This final interface with the owner and his household is relatively subdued until the Cooke's oldest daughter suddenly lashes out at the most recently added bunkhouse man before telling the whole crew "Go! Leave! We don't want you here!" She then confides "I had a hard time containing myself when they were leaving. I get passionate when it's my honor, or my family's honor, and you're saying what horrible people we are but I wish you the best. Yeah right! Come on. I wish you the best; no don't even do that. Just leave."

The entire bunkhouse crew is gone. The Cooke's middle daughter confesses "I feel lost and dazed and hurt. It just sort of recaps the whole summer in one moment; like it meant nothing to them. Crying, she goes on saying "This has brewing for a while. It's hard to feel it didn't mean anything to the guys; that we worked so hard and it didn't matter to them. Like they thought when they were on the cattle drive that we sat around doing nothing." The exiting ranch hands are likewise dejected. One of them says "Just ridin' off the ranch, it was, it was tough. . . . I've never just uncontrollably not been able to stop myself from crying." Another hand confides "You know all the guys are actually

very upset. Just because to leave the ranch so suddenly just really hits you and you just feel really empty and lost.”

Mr. Cooke is philosophical about the sudden eruption of events that leaves him, his family, and his business with 37 head of marked cattle on 10,000 acres of open grazing land and one person who rides a horse well, a primarily domestic employee with less than two full weeks of hands-on experience working around maverick longhorns. Mr. Cooke confides “It’s unfortunate how it had to play out today. But I’m not surprised either. And it’s tiring; it’s exhausting, but if you’re standing by your principles and you’re standing by what you’ve said, it’s not *that* exhausting. It’s the right thing. The right thing happened and it’s too bad it happened the way it did but it’s over and now we’re moving on.”

APPENDIX C

REORGANIZED NARRATIVE WITH CATEGORIES AND THEMES

Episode 1: *A Home on the Range*

Ownership – Leadership of Overall Family Business System

Mr. Cooke, owner of this startup business, is a city-slicker and comes to the enterprise with managerial experience in the domains of finance and accounting. He briefly states his vision for Cooke Ranch as “. . . To make it out here.” His strategy for doing so is limited to rounding up as many wild cattle as possible and is linked to a single articulated goal of selling them at a profit. This goal is arbitrarily short-term in that ranch operations commence in the heat of full-summer, at the end of which the seasonal conclusion of the prime time for hunting and trailing cattle to market coincides with the due-date on his mortgage.

While he currently owns no cattle, Mr. Cooke is confident as he embarks upon his roles as family-business owner and leader of an embryonic ranching operation. He views it all as business and reducible to his previous experience. Mr. Cooke is also self-assured about being the boss of the operation without anyone telling him what to do. His wife expresses excitement about assuming the time-honored role of ranch owner’s wife but also offers the intriguing view that she could be perceived as a tyrant.

Business – Culture, Values, and Management in the Crew

The owner and his family have never seen the ranch nor are they onsite when operations begin. They are preceded by the arrival of an international and multicultural

collection of young to middle-age men who comprise the crew, and their supervisor / foreman. The foreman, a retired career military officer, is the eldest member of the Cooke Ranch community and, by authority of his position as foreman, occupies a room in the owner's house instead of sleeping in the bunkhouse with the other men. Among the bunkhouse crew is one top hand and as such he is second, or el Segundo, to the foreman. Like the owner, his family, and the girl of all work, all of the other ranch hands are beginners in terms of living and working on a cattle ranch.

Following a group meeting in which each member of the crew openly reads and reviews his incoming background and employment responsibilities, the foreman immediately puts the crew to work preparing the ranch house for the owner's arrival and building an essential corral within which to pen a highly anticipated remuda of cowhorses. The crew does not relish digging post holes or performing other manual tasks in the taxing heat when they are assigned to do so by the foreman. The hands are not uniformly focused on their more mundane yet necessary tasks or enamored with the foreman's directing style of supervision. The cook, who is only slightly younger than the foreman, is no more eagerly cooperative than the younger men in the crew. Looking forward to riding and experiencing more romanticized ranch work, the crew is enlivened when the horses arrive. The foreman honors ranch tradition by permitting his top hand to have the first pick from the remuda.

When the foreman struggles in bridling his horse and his own horse startles a horse improperly tied nearby the tie rail is destroyed. The foreman requires the hand who improperly tied the horse to stay behind and rebuild the rail while the rest of the crew

enjoys a first ride on the eagerly-anticipated horses. The cook assists in repairing the tie rail. Mr. Cooke does not intervene and accompanies the ranch hands on the ride.

Family – Culture, Values, and Management in the Household

The owner, his family, and the girl of all work come to the ranch after the crew has been on the job for a few days. The foreman and ranch hands walk the mile from ranch headquarters to the stagecoach road to meet them. Only the foreman and Mr. and Mrs. Cooke extend greetings or exchange introductions. The foreman tasks the crew with unloading and ferrying all of the Cooke family's baggage to the house while he walks the new arrivals to headquarters and shows them around their house. The hands spend a big part of the day toting the Cooke's belongings and are then put back to work digging post holes while the cook is preparing a welcoming meal to be enjoyed by everyone, including the crew. The food includes a salad made with vegetables freshly picked from the garden situated adjacent to the owner's house.

The food prepared by the bunkhouse cook is presented to the owner and his household by the crew en masse. The food was prepared and presented with the anticipation of sharing in the enjoyment of it along with the owner and his household but Mr. Cooke excludes all of his hired men, including the foreman who rooms in the ranch house, when the meal is eaten. The owner and his household very much enjoy the meal and when Mr. Cooke suggests to Mrs. Cooke that she should partner with the bunkhouse cook she agrees.

Episode 2: *The Good, the Bad, and the Colonel***Ownership – Leadership of Overall Family Business System**

While the foreman focuses the crew's efforts on constructing pens that will sufficiently corral the wild longhorns when they are gathered and driven to headquarters to be branded and marked, Mr. Cooke is anxious for the crew to be out hunting for the cattle. To create a sense of urgency among the ranch hands Mr. Cooke tells them they must find and claim 70-80 cows in order for him to have the income to cover their wages and make the mortgage payment. In doing this Mr. Cooke erroneously calculates, then communicates, a performance goal that - even if achieved and all of his cattle successfully marketed - will leave the business with a significant financial shortfall.

Becoming increasingly more impatient, Mr. Cooke eventually leaves the foreman and some of the hands to construct the pens while he takes the top hand and the rest of the crew with him to ride through some of the ranch. During this ride the top hand points out some of the ranch's boundaries to Mr. Cooke.

Mr. Cooke sees the foreman shove the cook and terminates him for breaking the rule pertaining to respect and respectfulness. Mr. Cooke dismisses the foreman without talking to the cook about the incident or investigating his part in the confrontation. After the foreman is released Mr. Cooke approaches the cook and expresses appreciation for his work in feeding the crew. Mr. Cooke quickly promotes the top hand to foreman and presents him to the rest of the hands as their new "boss."

Not only sleep-deprived, the ranch hands are losing weight and missing work due to nausea and dysentery. The consensus opinion of the crew is that a combination of

insufficient and improperly handled and prepared food comprises the root of this problem. The owner's household surmises the problem largely rests with the cook and a lack of hygiene in his bunkhouse kitchen. Having never seen the bunkhouse kitchen, Mrs. Cooke arranges to meet there with the cook. Mrs. Cooke is accompanied by Mr. Cooke when she goes to this meeting. The cook is a no-show. Instead of talking with Mrs. Cooke he holes up in his nearby room. When Mrs. Cooke is not greeted by the cook as anticipated she is distracted by the sight of a cemetery on a nearby hill and both she and Mr. Cooke wander over to examine it.

The crew is finding and claiming cattle for the ranch. Mr. Cooke is pleased with this productivity and decides to reward the crew with a celebratory meal prepared and served at his house. This meal is a relative feast in comparison to the routine fare at the bunkhouse. The bunkhouse cook is a no-show but the ranch hands are exuberant in expressing their appreciation for this fine and enjoyable meal. This makes Mrs. Cooke uneasy and she questions the wisdom of exposing the crew to the contrast in foods available at the owner's house and the victuals offered on a daily basis at the bunkhouse.

Although he does not accompany the crew on either the first or second cow hunts Mr. Cooke is now characterizing himself as a participative, hands-on leader who is all about teamwork. Mrs. Cooke describes Mr. Cooke as the implementer of the ideas she gives him and, accordingly, views hers as being the "backbone job."

Family – Culture, Values, and Management in the Household

Mrs. Cooke describes the women of the house as go-getters. Working together all of the women establish a project list, divide tasks among themselves, and identify the

assistance required from the ranch hands in order to get things done. Mrs. Cooke takes the lead in welcoming the guests to Cooke Ranch's July 4th celebration.

The owner and the women comprising his household are eating all of their meals separately from the crew of ranch hands. Mr. Cooke is content with this arrangement. He tells the women he is "... afraid if we start feeding the cowboys they might start hanging around like the cat, and I don't want that to happen because they have work to do."

The girl of all work maintains she is inappropriately deployed as a worker in and around the house. She envies the ranch hands and feels the women are working harder and without acknowledgement. She contends "The guys are not being asked to sacrifice anything except creature comforts and the women are being asked to sacrifice themselves."

Business – Culture, Values, and Management in the Crew

The bunkhouse crew does not share the girl of all work's perception of reality. The men think the women have it easy on the ranch. One particular member of the crew perceives an imbalance in workloads that favors the women but is not troubled by this because it is congruent with his own notions regarding gender-specific roles on frontier cattle ranches.

There is a growing tension between the original foreman and bunkhouse cook, who is providing the hands scant meals that are often reheated leftovers from an unvarying menu. As with the cook, there is also friction between the original foreman and some of the other hands. One of the older hands observes that some members of the

crew are not at all accustomed to taking orders. The original foreman knows he is not an especially beloved figure in the minds of some of the hands but is unconcerned about being either liked or disliked so long as he is viewed as being fair.

The newly promoted foreman elects to remain in the bunkhouse where he currently resides with the rest of the crew. His promotion is well-received by the other hands and they respond positively to him in the process of work. He realizes the hands are inexperienced and is coaching them to work together in handling the wild cattle. Mr. Cooke recognizes enhanced productivity from his crew but is harboring reservations about the new foreman's ability to be tough with the hands. He confides "I will be bringing him along in terms of managing the men." While the hands exhibit new-found vigor in working together under the supervision of their newly promoted bunkhouse companion some of them discourteously refuse to assist the owner's daughters and the girl of all work in handling the dairy calves when the cows are being milked.

Although he has no timepiece the cook rousts the bunkhouse crew each morning. Since he does not know what the time actually is, the cook is waking the hands at all hours of the night. The hands are not on a regular sleep schedule and are steadily becoming more and more irritated with their cook. In turn, the cook is as frustrated with the owner for not providing him a clock as he is by not being provided any of the owner's fresh eggs, milk, or vegetables.

The July 4th celebration preoccupies and engages everyone on the ranch. Spirits are high in the bunkhouse as well as in the owner's house. The holiday get-together is a big success and everyone in the Cooke Ranch community blissfully retires for the night.

After going unnoticed while watching and waiting for the party to end the Comanches then sneak into headquarters and quietly steal some of the ranch's horses.

Episode 3: *The Cookie Crumbles*

Ownership – Leadership of Overall Family Business System

On the morning of July 5 the party is over – figuratively and literally. The ranch hands rise and discover that approximately one-half of the ranch's remuda is no longer in the corral. After being mystified at first the hands finally, correctly deduce the missing horses were rustled. Mr. Cooke and his household are still asleep.

Mr. Cooke eventually learns about the missing horses from one of his daughters after she hears about the theft while interacting with some of the crew when she is doing the morning milking. He wonders why no one alerted him about the rustled horses more quickly. Mr. Cooke is not among those riding in an unproductive opening hunt for his missing horses.

Twenty-four hours after the hands first note the theft, Mr. Cooke rides out with the crew in a second search for the essential cowhorses. They ride up on five of the missing horses – roughly one-half of those stolen - grazing in a bunch and Mr. Cooke and all of the hands return to headquarters with them. The ranch hands, along with the owner's youngest daughter, spend the rest of the day around the bunkhouse, roping a practice dummy while Mr. Cooke rests in the house.

When horse traders visit the ranch Mr. Cooke defers to the crew in selecting the right horse to buy. Although two of the horses are “nice, sound, good cowponies” the ranch hands advise Mr. Cooke to purchase a young, untrained stallion.

Mr. Cooke realizes the flaw in his original calculation of the number of marketable cattle the ranch needs to claim. He more than doubles the goal in raising it to 200 head of cattle. This means the crew of hands must gather and claim another 188 head within the next six weeks. Mr. Cooke says he will ask the foreman about the criticality of replacing a redeployed ranch hand, and reflecting on the ever-present personnel challenges he confides “This is a hard thing . . . every day.”

Family – Culture, Values, and Management in the Household

Forty-eight hours after the theft of his horses, and still missing one-quarter of his most essential and expensive business assets, Mr. Cooke is taking the women of the house on a leisurely ride. Instead of the sidesaddles customarily used by frontier ranch women, the Cooke women are using saddles ridden by the ranch hands in their daily work. The youngest Cooke daughter realizes the ranch hands consider the family’s ride to be self-serving at the expense of pressing work. However, she asserts “Being out here is a chance in a lifetime. In 1867 a ranch owner would have taken his family out and shown them the land because, eventually, one of his sons or daughters would have inherited the ranch.”

The women on Cooke Ranch are frustrated by the traditionally male-dominated culture of ranch life. Mrs. Cooke has personal goals about which she believes all the men on the ranch are oblivious. The Cooke’s middle daughter envies the men, whom she sees as knowing their purpose while she does not. The youngest daughter feels left out of things in general but intentionally looks for ways to stay busy.

The owner's household is fighting a fly infestation. Mrs. Cooke refers to this as a war she intends to win. The root of the problem is unattended manure around the ranch house.

Business – Culture, Values, and Management in the Crew

No one from the bunkhouse rousts the owner in order to report the theft of the horses. No one leaves in an immediate effort to track or sight the horses. The entire crew eats breakfast before anyone saddles up to do anything.

Mr. Cooke talks to the bunkhouse cook about food and kitchen hygiene. The cook is recalcitrant and denies any accountability for the ranch hands' illnesses. Mr. Cooke puts him on notice. After overhearing this conversation Mrs. Cooke reminds her husband about his rule concerning truthfulness and the consequences of lying. The warning from Mr. Cooke does nothing to inspire more satisfactory performance by the cook.

When one of the ranch hands takes it upon himself to prepare an evening meal for the tired and hungry crew the slacking cook is irate and mocks the hand in the presence of Mr. Cooke. As the cook continues to rant he says the owner withholds food provisions because both Mr. Cooke and the ranch are actually controlled by Mrs. Cooke. Mr. Cooke terminates the bunkhouse cook.

Mrs. Cooke and the other women assist one of the ranch hands in taking an inventory of the bunkhouse kitchen's supplies. The amount of useful supplies is seriously low. Mr. Cooke consolidates all of the food supplies at his house, where the crew is provided morning and evening meals with the family. The ranch hands feel like

guests at the family's meals and mealtime conversations are constrained. Mrs. Cooke interprets this mealtime climate as an attitude of disrespect on the part of the ranch hands.

One of the ranch hands volunteers to temporarily assume the role of bunkhouse cook. He sees this as an act of service and a chance to do something different. At least one of the other hands views this action as bailing out on the crew and selling out to the owner and his family. Either way, the crew is now short one rider / cow hunter. The temporary bunkhouse cook is eager but aware of his inexperience as he assumes his new role. He requests and receives permission to observe the women at work in the owner's kitchen. The Cooke's middle daughter is the most positive about interacting with the newbie bunkhouse cook.

The ranch hands invite the Cooke household to watch as they perform a skit. Everyone is caught up in good humor and laughter. The volunteer cook, the youngest among the ranch hands, is poetic as he captures the mood of the moment as one of "joy, contentedness, and optimism;" deeming all of these important to the success of the ranch.

The ranch hands have growing respect for their new foreman. He is working side-by-side with them. In the crew's quest to claim the cattle Cooke Ranch must have in order to survive the top hand / foreman's experience, knowledge, and practical skills are increasingly apparent on a daily basis.

Episode 4: *The Great Divide***Ownership – Leadership of Overall Family Business System**

It is one month into operations on Cooke Ranch. Mr. Cooke contends he and his household actively promote unity on the ranch. He bemoans what he views as a persistent tendency for the bunkhouse to operate independently of the owner's house. Mrs. Cooke believes the bunkhouse crew - instead of her and Mr. Cooke - is establishing the operational rules on the ranch.

The ranch hands are aware of Mrs. Cooke's intensifying desire to manage the ranch and, subsequently, them. Since Mr. Cooke hired them they consider him to be in charge of the ranch and Mrs. Cooke to be meddling. Because the crew believes Mr. Cooke should put an end to Mrs. Cooke's meddling and is not doing so, Mr. Cooke is losing respect among the hands. The foreman thinks Cooke Ranch is on the threshold of a tipping point and, to tip positively for the business, Mr. Cooke needs to separate business issues from family issues and permit him to wholly supervise the crew in meeting its responsibility to the business – gathering and claiming sufficient saleable cattle to sustain the ranch. Mr. Cooke, in his own words, defines the reason for the crew's existence the same way: “. . . for a simple function – finding cattle.” The crew is doing this but Mr. Cooke wants more of it, even though he has yet to identify a buyer for the cattle the crew is claiming for the ranch.

Mr. Cooke is aware of the crew's festering resentment toward Mrs. Cooke and himself. He is concerned the crew may mutiny; perhaps utterly leave Cooke Ranch. This prompts Mr. Cooke to decide that while he and Mrs. Cooke will partner in making all

decisions it will be his, and only his, voice in announcing those decisions to the bunkhouse faction.

Mr. Cooke preordered supplies and is passively awaiting their delivery as the ranch is running out of food. The ranch is now without feed for the horses. Intending to allay this situation with the horses, Mr. Cooke overrules the foreman and ranch hands and directs them to turn some of the corralled horses out to graze. The grazing horses are not hobbled, staked, or supervised and they scatter out from headquarters. It takes the bigger part of a day to find, collect, and re-pen the scattered horses.

From the beginning the ranch hands have enjoyed their own supply of whiskey with Mr. Cooke's permission. Mrs. Cooke now considers the crew's demeanor and general behavior to be that of rebellion and believes the alcohol to be a major contributing factor. Mr. Cooke confiscates the whiskey and the ranch hands suspect Mrs. Cooke is the reason for his action. Mr. Cooke realizes the crew views him as Mrs. Cooke's puppet. Mr. Cooke, however, believes he and his wife make better decisions together than they do independently. Mrs. Cooke is also aware of how the hands perceive her relationship with her husband and thinks the hands' understanding of reality is badly limited by their youth and bachelorhood.

The freight wagon arrives with the ranch's preordered food and supplies. The wagon is also loaded with furniture from the owner's 21st century residence in San Francisco. The Cooke Ranch women eagerly buy some of the freighter's trade goods such as ready-made bath soap. The ranch hands are seething as Mr. Cooke trades a gallon of whiskey for the women's toiletries.

At the end of a day on which Mr. Cooke rides with the crew and more cattle are claimed the hands ask for the return of their whiskey. Mr. Cooke immediately gives the whiskey back to the crew under an agreement that if this results in any hand missing work that hand's wages will be docked. Once they have the whiskey the ranch hands stop working for the day without bringing in the milk goats.

Mrs. Cooke is angry and, in front of their daughters, confronts Mr. Cooke about returning the whiskey to the hands without consulting her. She declares "These girls are not going down there to milk again!" Later she tells one of her daughters "I'm very preoccupied with protecting the women on this ranch." Eventually, with the girl of all work by her side, Mrs. Cooke discusses what she perceives as a constant underlying threat of mutiny by the bunkhouse crew and advocates calling the crew's hand.

Mr. Cooke confides an acknowledgement of the strain he is experiencing. He reveals that he did not anticipate the many challenges in the "people part" of owning and running this family-owned business. His thoughts are not confined to Cooke Ranch employees but encompass his ever-present family as well. It is only the halfway point of the *Texas Ranch House* (Barreto, 2006) challenge and Mr. Cooke says "It seems like it's been an eternity. . ."

Potential deliverance for Cooke Ranch unexpectedly appears at headquarters. A buyer materializes without Mr. Cooke ever leaving the ranch in search of a market for his cattle. As the buyer, the US Army stipulates the type of cattle of interest and where and when they will be purchased.

Business – Culture, Values, and Management in the Crew

Per Mr. Cooke's direction, the bunkhouse crew and owner's household are again eating their meals separately. Tensions between the bunkhouse and owner's house are swelling. The crew's growing lack of respect for their interpretation of the *modus operandi* in the owner's household manifests as occasional impertinence when interacting with the owner's daughters. The hands are eyeing each other with suspicion when one of them spends a little too much time fraternizing with anyone in the owner's household. However, the split of the Cooke Ranch community into two disparate camps is not absolute. One of the ranch hands characterizes the Cooke daughters as nice and polite. The same hand orders a shirt from the youngest daughter upon learning she has her own sewing business.

One of the ranch hands explains that cowboy work is unrealistically glamorized. His description of his work as a Cooke Ranch hand is "You're sore; you're tired; your back hurts; you're getting saddle sores; and it's hard."

The girl of all work around the owner's house would rather be cowboying with the crew of ranch hands. She persuades Mr. Cooke to let her help in the emergency horse roundup by going out on a horse bareback and wearing only a halter. She rationalizes her actions as a capable person filling in where needed. The ranch hands view her actions as dangerous one-upmanship.

Along with trade goods and the preordered food, the freighter brings the ranch's mail. One of the hands receives news about the tragic death of a close friend. The hand

decides to leave the ranch and go home. Walking away from headquarters, the ranch hand explains he is glad he came, having learned much about life in general, himself, other people, teamwork, hard labor, patience, integrity, and honesty.

Particularly close to the departing ranch hand, another member of the bunkhouse crew explains how difficult it is to quickly adapt to the absence of someone with whom he has worked from day one on Cooke Ranch. Mr. Cooke realizes the ranch hands are a galvanized unit, each hand thinking of the others as brothers. He also realizes the potential challenge of working any new hand into the already tightknit team should he need to replenish the crew.

The crew knows the girl of all work wants to be redeployed as a ranch hand. One of the hands says the girl of all work has a better-than-you attitude and is out to prove something. He states “When you get to proving things out here you get yourself in trouble, and you get the people around you in trouble.”

The US Army is looking to buy at least 100 beeves. To satisfy this customer Cooke Ranch cattle must be trailed 50 miles and arrive at Fort Santiago at a date specified by the Army. Based upon this delivery date Cooke Ranch has less than five weeks in which to claim the 200 head of cattle it needs, 100 beeves among them. The ranch currently owns 85 head of assorted cattle.

Family – Culture, Values, and Management in the Household

One of the Cooke’s daughters confides “I kind of expected to bond more as a family and become like a unit; like a team, or something corny like that, but it’s hard

‘cause out here it’s very concentrated tension. And it’s like every day something happens and we just have to talk about it for an hour.’”

When Buffalo Soldiers of the 9th Cavalry visit headquarters Mr. Cooke introduces all of the ranch hands to the troopers. The entire Cooke family also socializes with the cavalrymen. One of the visitors learns about the youngest Cooke daughter’s sewing business and expresses his intention to order a shirt from her.

The girl of all work is increasingly interested in being repositioned as a ranch hand. She is deciding to tell Mr. Cooke she should be working with the crew and should go on the cattle drive. She deems the crew to be shorthanded and sees herself as having the skills necessary to do the work. She also confides she would rather be a hero to all the women watching the *Texas Ranch House* (Barreto, 2006) broadcast than try to be universally liked within the Cooke Ranch community. She says she wants to be out working as a ranch hand despite the crew’s preference and says “I don’t think that they have the right to tell Mr. Cooke what he can and cannot do on his own ranch.”

The girl of all work makes her appeal to Mr. Cooke. He does not give her a definitive answer. He decides to take the place of the departed ranch hand by riding with the crew himself.

Mr. Cooke confides he is under constant pressure to let the girl of all work do ranch hand work. He knows the crew opposes this. He fears the whole crew might quit if he forces the issue.

Episode 5: *Showdown at the Cooke Corral***Ownership – Leadership of Overall Family Business System**

The cattle drive is to begin three weeks from now. Cooke Ranch is currently short 83 head of the 200 cattle it needs. Mr. Cooke summons the ranch hands to his house for a meeting. Mr. Cooke is sitting at the table with the hands and Mrs. Cooke is seated on a nearby bench.

Mr. Cooke starts the meeting with immediate criticism of the crew's work ethic and quickly progresses to the point of saying every one of the hands is replaceable and he does not care if they all leave. He tells the ranch hands they all work for him and then says any request from either him or his wife is to be met with immediate compliance. To emphasize his point Mr. Cooke says "You're not cowboys, you're hired ranch hands. Hired ranch hands do whatever the owner tells you to do. I'm looking for a major turnaround, guys!"

One of the ranch hands interrupts Mr. Cooke's diatribe with "Well, if you dared tell the truth. . ." and Mr. Cooke explodes with "Shut up! I'm not talking to you! You work for me!" Mr. Cooke looks toward the foreman and, because he cannot see his eyes, demands that he remove his hat. Mr. Cooke then requires one of the other ranch hands to move in order for him to see the foreman.

The foreman tells Mr. Cooke what he and the crew have been doing, mentioning the wear and tear on the horses as he does so. He emphasizes that he knows how to do his job but says he will do it the way Mr. Cooke wants it done. Other members of the crew begin to speak up and their views imply Mr. Cooke lacks sufficient experience and

insight to impugn the crew's approach to and performance in work. Mrs. Cooke enters the conversation at this time.

Mrs. Cooke injects "So you think [the foreman] should be in charge of the ranch?" One of the ranch hands replies "No. He'd probably rather be out doing the work instead of just being around here. . . . I mean y'all don't have the experience out here. He's the one." Mrs. Cooke responds "But you know running a ranch has a business side of it. . . . Everybody has to respect everybody else's knowledge and you really need to determine, I think, who is running the ranch. . . . You guys feel you're operating a ranch all on your own. . . . And we're saying that's not it." To which a ranch hand quietly offers "I believe that's your impression, ma'am." Mr. Cooke is sitting quietly.

Mrs. Cooke continues to address the crew as Mr. Cooke sits silently at the table. She tells the hands "it" means more to her and Mr. Cooke than to them and all they care about is cowboying. Mr. Cooke rejoins the conversation by asking if anyone else has anything to say. The foreman asks permission to get to work hunting cattle and the meeting ends. Mrs. Cooke is pleased with Mr. Cooke for taking his stand with the crew. She describes him as ". . . a terrific, likeable, honest guy. What you see is what you get."

A new ranch hand arrives at the same time the crew is riding out after being dressed down by Mr. and Mrs. Cooke. Mr. Cooke asks the newly arrived hand to have breakfast and he does -with the whole Cooke household. Mr. Cooke tells the hand he is disappointed with the crew and, because he just dressed the men down, he realizes the new hand is in an awkward position. He closes this conversation saying "We're the most

approachable people you'll ever find. You might hear the rumor that we withhold food; couldn't be farther from the truth."

The hands are off to an early start on the morning following the dressing down by the owner and his wife and Mr. Cooke is riding with them. As the pasture work begins in earnest Mr. Cooke wanders off, aimlessly as far as the crew can tell. One of the hands rides after and retrieves Mr. Cooke. After lunch and the midday change in horses the crew is hunting cattle again, but without Mr. Cooke, as he remains at home.

Mr. Cooke believes the crew is performing better as a result of his authoritative speech. He is concluding that a forceful approach is best in managing the ranch hands. Mrs. Cooke refers to the confrontational meeting with the crew as a "performance meeting" and considers it the catalyst of the first real production by the crew.

Mr. and Mrs. Cooke tell the girl of all work they want her to take part in the roundup and then work as a wrangler on the cattle drive. Mr. Cooke contends he is making this personnel change for the benefit of Cooke Ranch and, therefore, there should be no argument from the foreman or ranch hands when he tells them his plans for the girl of all work. The girl of all work simply disappears from the ranch as she goes for ranch hand training.

Mr. Cooke meets with the foreman, intending to tell him his plans for redeploying the girl of all work. The foreman takes the lead in starting their conversation and tells Mr. Cooke his idea for an overnight cow hunt. Mr. Cooke is both surprised by and enamored with the foreman's proposal and eventually says the angry dressing down was not directed toward the foreman. The foreman is very direct in replying that he did

not appreciate the way he was made to feel and look by Mr. and Mrs. Cooke. Mr. Cooke concludes the conversation without mentioning the plans for the girl of all work. Mrs. Cooke overhears the conversation between Mr. Cooke and the foreman. She immediately informs Mr. Cooke she is shocked by his telling the foreman the dressing down was not directed at him.

Mrs. Cooke is encouraging Mr. Cooke to tell the bunkhouse crew about the plans regarding the girl of all work. Mr. Cooke remains reluctant to make this announcement. He is dreading another perturbation of his relationship with the crew.

When the day arrives upon which the girl of all work is to reappear on the ranch Mr. Cooke begins a conversation with the foreman by saying “. . . Nothing bad. I’m not trying to surprise you.” They are sitting at a table with Mrs. Cooke and Mr. Cooke tells the foreman he wants the girl of all work to participate in the upcoming cattle drive, replacing the current wrangler and assisting the camp cook. The foreman replies “It’s like introducing a new breed of cattle. I mean I can tell you what I would do, what I recommend, but then it is your decision.” Mr. Cooke does not ask the foreman what he recommends. As the foreman gathers the crew to hear Mr. Cooke’s intentions regarding the girl of all work Mrs. Cooke tells Mr. Cooke to stay on task in announcing their “business decision.”

The crew is not silent upon hearing Mr. Cooke’s pronouncement about redeploying the girl of all work. One of the hands wants to know if Mr. Cooke first asked the foreman if another ranch hand is necessary. The same hand presses on and tries to get Mr. Cooke’s assurance about this being his own decision. Mr. Cooke

responds in the affirmative and Mrs. Cooke chimes in with justification for making the girl of all work a ranch hand. Mrs. Cooke's justification includes explaining how the temporary bunkhouse cook is more qualified than the girl of all work to serve as camp cook on the cattle drive.

Mr. Cooke tells Mrs. Cooke the ranch hand volunteered to act as bunkhouse cook with the request that he not have to cook on the cattle drive. Mrs. Cooke replies "Well Mr. Cooke that's another pot of beans for you to stir because you've already had a conversation with [the girl of all work] as well."

One of the ranch hands approaches Mr. Cooke about swapping a portion of his wages for one of the ranch's horses. Mr. Cooke talks with Mrs. Cooke before consenting to this deal. Both of them meet with the ranch hand and say the horse and bill of sale will be conveyed when Mr. Cooke settles up with him and the rest of the hands.

Business – Culture, Values, and Management in the Crew

The crew has claimed 32 head of cattle since the Buffalo Soldiers visited the ranch, bringing Cooke Ranch's total holdings to 117 head. The cattle drive is to get underway three weeks from now. The ranch hands are regularly sleeping until 9:00 a.m. or later.

When Mr. Cooke confronts the ranch hands with criticism of their work ethic one of the hands asserts it is "Kinda like us coming into your world of accounting and just telling you how to do things; we have no clue. [The foreman] has plenty of experience with animals. I don't know about your background but you come here and act like we

don't know nothing about it. . . . I mean y'all don't have the experience out here. He's the one."

After Mr. Cooke dresses down the crew a ranch hand says "There are no other 1867 ranches we can go work at, but if there had been, I believe some of these men might have left a long time ago. And if we hadn't gotten up and left that table. . . I don't think [Mr. Cooke] would make [his] mortgage payment." The same ranch hand amusedly describes Mr. Cooke's attempt to motivate the crew by impugning them as a "middle manager's gambit" in which good people do their jobs well in spite of their manager who believes he / she is personally responsible for generating acceptable performance. All of the ranch hands suspect Mrs. Cooke is responsible for Mr. Cooke's approach and message in dressing them down.

A new ranch hand arrives at headquarters as the crew is riding out to hunt cattle. The new arrival introduces himself and shakes hands with members of the crew. Mr. Cooke approaches the new hand and suggests he settle in at headquarters instead of immediately going out with the crew.

The new hand is a good fit with the original ranch hands. The crew is having successful cow hunts, including a productive overnight hunt in a distant region of the ranch that raises the total number of claimed cattle to 174. The bunkhouse cook is disappointed when the foreman does not include him in the overnight hunt and he misses out on the rest of the crew's night away from headquarters.

There is some pleasant sociability and communal activity at headquarters. The Cooke's youngest daughter is finding everyone friendlier and the overall atmosphere

more relaxed while the girl of all work is away from the ranch. Mr. Cooke is spending time around the bunkhouse with the hands. He is learning from the foreman how to shoe a horse.

When the girl of all work is off the ranch and the crew does not know about the Cooke's plans for her, the ranch hands are aware of and wondering about her disappearance. Once Mr. Cooke tells the crew he is redeploying the girl of all work and Mrs. Cooke makes a point of saying the girl of all work lacks cooking skills, the crew is displeased for a variety of reasons. Remembering the conditions under which the ranch hand volunteered to temporarily cook at the bunkhouse but not on the cattle drive, a member of the crew says "One more promise broken." The ranch hands are annoyed with Mr. Cooke for omitting the foreman in the process of making the decision about the girl of all work's reassignment. One of the hands opines the bunkhouse crew is at odds with the ranch's owner over a distinct person and personality, not an entire gender. This same hand contends "If it had been a butler and not a maid we would still be having this same conversation."

Family – Culture, Values, and Management in the Household

Mrs. Cooke overhears the first conversation in which Mr. Cooke is to tell the foreman about the girl of all work becoming a ranch hand. She immediately informs Mr. Cooke she is shocked by his telling the foreman the dressing down was not directed at him. She says "[The foreman] has shown you nothing but disrespect from the beginning. . . . What you stood for that day is as valid today as it was then. . . . It makes me mad at myself that I let him manipulate that. . . . It floors me - being a 21st century woman

who's been a business owner, who's been in corporate America, who's run a household - that I go sit in a corner so as not to upset a chauvinist. . . . It betrays everything that I am and everything that you love about me." Mr. Cooke replies "That's true" and then Mrs. Cooke declares "I'm never going to do that again." The Cooke's middle daughter confides the foreman "has a kind of power" over her parents which is interrupting both their relationship and functionality.

In prelude to their decision concerning the girl of all work and the cattle drive Mrs. Cooke tells Mr. Cooke she does not need a maid. Mrs. Cooke confides she is pleased by the thought of having only Cooke family members in the house. Mrs. Cooke tells Mr. Cooke to stay on task in announcing the "business decision" to redeploy the girl of all work. Mrs. Cooke says the source of the crew's displeasure with this decision is a gender issue. The girl of all work is greeted with a hug from Mrs. Cooke when she returns to the ranch.

The Cooke's youngest daughter is correlating a respite from tension in the Cooke Ranch community with the girl of all work's absence. All of the Cooke women are only partially dressed while coming and going around headquarters. Mr. Cooke is concerned about creating a disturbance and delays announcing the plan for the girl of all work until she is due back on the ranch.

Episode 6: *Lords of the Plains*

Business – Culture, Values, and Management in the Crew

The girl of all work is in limbo. She is not working in the crew with the ranch hands and her previous duties on behalf of the owner's household are now divided

among the Cooke daughters. Having not talked with the foreman about assuming the responsibility of supervising her, Mr. Cooke is prohibiting the girl of all work from talking directly to the foreman. Besides the bunkhouse cook, none of the ranch hands are speaking to her. The girl of all work attributes this situation to her being a threat to their manhood.

The girl of all work is no longer dressing as a traditional woman on a frontier ranch. She alters a pair of pants to suit her. She also makes herself a pair of chaps. Wearing these items, she is dressed as a ranch hand while busying herself with gathering firewood around headquarters. The girl of all work is continuing to live with the owner and his family and finds this arrangement awkward since she no longer has any household responsibilities.

The bunkhouse cook encounters Mr. and Mrs. Cooke and asks Mr. Cooke if he can have a man-to-man conversation with him. Once Mrs. Cooke leaves them to have their talk the cook revisits the supposed temporary nature of his role as cook. He also tells Mr. Cooke he still considers himself to be a cowboy and that the foreman wants him back riding with the other hands. Mr. Cooke is sympathetic but noncommittal and the conversation ends amiably.

Mr. Cooke is accompanying the crew on some cow hunts. His is not contributing any additional skills to the team when the work involves traditional cowboying. He simply watches while the hands, the bunkhouse cook among them, works a small bunch of cattle in a rough ravine.

The foreman and another hand are riding the line and discover a Comanche camp which includes armed men and several horses. Among the horses are some of those rustled from ranch headquarters. Unarmed, the foreman and ranch hand ride into the camp without incident. The Comanche leader informs the two hands he wants to trade horses for some of the ranch's cattle. The foreman is open to this idea because he knows the present remuda will not sustain the upcoming cattle drive. The trading will take place at headquarters around noon the next day. The Comanche leader surprises both the foreman and the hand by holding the hand hostage when he permits the foreman to return to headquarters.

The foreman returns to headquarters and reports the presence and intentions of the Comanches, the ranch hand's captivity, and his recognition of Cooke Ranch horses among those at the Comanche camp. No one asks where the camp is or how many Comanches are camped there. Neither the bunkhouse crew nor the owner's household is fretting over the well-being of the hostage.

The foreman meets the solitary Comanche when he approaches the gate at headquarters. When negotiations are about to begin one of the ranch hands presents the Comanche with a hand-rolled cigarette. The Comanche accepts the gift and graciously acknowledges the ranch hand.

The Comanche gets right to the matter of negotiating. When he makes his first offer he simultaneously emphasizes that Mr. Cooke is trading for the privilege of living on Comanche homeland. One of the ranch hands, the one most recently arrived, is

watching Mr. Cooke and wonders if he is fully grasping the vulnerability of Cooke Ranch in its present context.

The foreman wants to move the trade talks away from cows for horses and focus on horses for horses. When he introduces this idea the Comanche says he does not consider the ranch's horses to be on par with his native mustangs. He then adds "We might have five women" if the Comanches do not get the number of cows they want. No one mentions the fact that the Comanches are traveling with cowhorses stolen from Cooke Ranch.

Mr. Cooke tells the foreman to start working the girl of all work into the preparations for the cattle drive. The foreman wants to delay this until after he "gives respect" to the Cooke daughters by taking them riding. He also wants the girl of all work to come talk with him before he starts supervising her.

The girl of all work has misgivings about pursuing her ambition to be a ranch hand. She says she is humiliated by the way she is being treated in front of the crew. Finally recovering her resolve she says "But they're not gonna win. They can't win!"

The girl of all work talks with the foreman. She tells him Mr. Cooke, without any agenda of her own, took the initiative in making her a ranch hand. She also tells the foreman she has not previously approached him about joining the crew because of his disrespectfulness in not acknowledging her. The foreman tells the girl of all work he does not like to be pushed or told what to do and, while he is giving her an opportunity to ride, he expects from her the same respect he receives from the men. She says she will give him all the respect he deserves and she wants the same in return.

The foreman explains that he puts a great deal of stock in the value of a person's word. He asserts "The thing is with me, it's my word of mouth. It's a word. If a man or a woman does not have a word I have no respect for 'em."

Ownership – Leadership of Overall Family Business System

The girl of all work returns from ranch hand training and finds her previous responsibilities already divided among the Cooke daughters. She continues to reside in the owner's house. Mr. and Mrs. Cooke are her supervisors there. Mr. Cooke is forbidding the girl of all work to talk directly with the foreman about morphing into the role of ranch hand. As of now Mr. Cooke is not talking with the foreman about supervising her daily work.

Mr. Cooke agrees to a man-to-man conversation with the bunkhouse cook, compelling Mrs. Cooke to leave so they can talk. Mr. Cooke praises the volunteer cook for his service to the crew and loyalty to the ranch. Mr. Cooke says he is "absolutely sympathetic" to the cook's desire to experience the cattle drive as a drover and not as the camp cook. Mr. Cooke is noncommittal.

After the foreman returns to headquarters and reports his encounter with the Comanches Mr. Cooke frames the situation as "Apparently some Indians are interested in trading horses for some of our cows. Don't know much else but we don't deal with terrorists here." He assembles everyone for collective discussion after hearing about the Comanches. Once Mr. Cooke is convinced the Comanches are not going to make an all-out raid on the ranch and try to up the ante by capturing the women he deciphers the uninvited visitors and their actions as "friendly." He decides to keep all of the ranch

hands at headquarters that night and through the conclusion of the trade negotiations the next day.

The foreman tells Mr. Cooke the Comanches want 40 head of cattle for four horses and the hostage ranch hand. Mr. Cooke says “It sounds like a pretty steep trade that they want. But the pressing matter is that we have enough horses to get us through the cattle drive. And if these are top quality horses that might be a worthwhile trade. . . . We’ve got enough cattle claimed now that I’m comfortable.” The Cooke Ranch herd of cattle presently comprises 184 head.

While Mrs. Cooke is responding to the pending appearance of the Comanches at headquarters as an upcoming social event, both she and Mr. Cooke are fixating on the demonstration of authority. Mrs. Cooke’s seating assignments are not universally approved - among the foreman and ranch hands in particular – and she considers the strife to be rooted in questions of authority. She says “Who’s in charge? And who makes the final decisions? [The foreman] is considered godlike. He’s not working as the right arm of the ranch owner.” Mr. Cooke also contends “We need to have it clear where the decisions are coming from.”

The Comanche initiates the trade talks. He tells Mr. Cooke how many cows he wants in exchange for one horse and then makes it clear Mr. Cooke is trading for the privilege of ranching on Comanche homeland. This surprises Mr. Cooke and he thinks he has “no leverage at all.”

The Comanche and Mr. Cooke reach an agreement that is strictly about cows for horses. The Comanche then reminds Mr. Cooke he has not mentioned the hostage ranch

hand. Mr. Cooke replies “He’s not on the table for negotiation. . . . And we let him stay with you.” The Comanche knows better.

Mr. Cooke tells the Comanche he has an aversion to trading for people. The Comanche is astounded by what he interprets as Mr. Cooke’s lack of regard for life. At the conclusion of a very roundabout conversation the Comanche gets five additional cows and the ranch hand will accompany the four horses for which Mr. Cooke bargained.

Mr. Cooke accompanies the crew in delivering the traded cattle to the Comanche camp. He nets three horses in the exchange. One of the four horses Mr. Cooke and the crew bring back to headquarters with them is the horse the ranch hand was riding when he was taken hostage.

Mr. Cooke is surprised when the foreman proposes to take his daughters riding before actuating the girl of all work’s deployment as a ranch hand. He wonders if he and Mrs. Cooke should go riding with the foreman before their daughters do. While he continues to ponder this he consents to having the girl of all work talk with the foreman before he will put her to work with the ranch hands.

Mrs. Cooke is angry with Mr. Cooke again. She contends Mr. Cooke should simply state the girl of all work is a new ranch hand and the foreman should immediately deploy her as such. Mr. Cooke responds by going back to the foreman, telling him to take the girl of all work on the cow hunt for which he and the rest of the crew are saddling their horses. The foreman resists and Mr. Cooke, instead of the girl of all work, rides out with the crew.

When Mr. Cooke tells the girl of all work he is turning her over to the foreman the next day she begins to challenge him about the delay on the basis of his letting the new man go so quickly into the crew. She quickly stops herself and walks away. Mrs. Cooke tells Mr. Cooke “I’m sorry I got you on this. I really am. And you don’t deserve it because you are a very, very kind man.”

Family – Culture, Values, and Management in the Household

The girl of all work is in functional limbo. She resides in the Cooke household but is not working there. She is unacknowledged and unwanted in the bunkhouse. Even so, the Cooke’s middle daughter is jealous of the girl of all work.

Mrs. Cooke fumes over Mr. Cooke obliging the bunkhouse cook’s request for the man-to-man talk. She angrily confronts him and says “You let a 19 year-old boy decide how we’re going to run this business. You knew what to do. You just weren’t willing to do it. . . . You men don’t comprehend how much you hurt the women on this ranch. . . . There’s room for me to be myself and not be put down by my husband or some 19 year-old boy!”

Mrs. Cooke interprets the forthcoming appearance by the Comanches as an event that calls for hospitality. She is marshaling the whole Cooke Ranch community in preparing a fine noonday meal. She sets the table with her best china. She dictates seating arrangements for everyone, including all of the women. When the Comanche leader arrives at headquarters Mr. Cooke immediately introduces him to all the women of the house.

Episode 7: *Trail Blazing***Business – Culture, Values, and Management in the Crew**

Mr. Cooke relinquishes and the foreman assumes supervision of the girl of all work two weeks before the cattle drive is to get underway. The girl of all work is resigned to earning a chance to ride alongside the foreman and ranch hands. The foreman has the girl of all work cleaning the horse pens. She is hard-pressed to keep up with this task. The bunkhouse men are finding time to practice heading and healing a roping dummy.

The crew begins the roundup one week before the cattle drive is to depart for Fort Santiago. The volunteer cook is still manning the bunkhouse kitchen. He begins the task of constructing and stocking a chuck wagon. His demeanor while doing this is that of a person who will be working as the camp cook on the cattle drive.

The girl of all work is riding with the crew of ranch hands during the roundup. While they are gathering cattle an original member of the crew orients the girl of all work to the lay of the rangeland by describing various regions and pointing out landmarks. The roundup yields nine additional, unmarked cattle. The girl of all work takes her turn with the rest of the crew in mugging some new-found calves for branding. The men applaud her efforts and one of them muses “[Her] attitude shift has helped enormously. She’s really turned around, so of course she’d be in there with us.” The girl of all work says she is happy now that she is doing the work she hoped to do.

When the roundup is finished the girl of all work is immediately assigned to help the bunkhouse cook ready the chuck wagon. The crew is tending the assembled herd and

she is stocking the chuck wagon, wearing her chaps as she does so. The girl of all work is displeased and complains “I feel like I’ve been slighted. It’s kind of humiliating to not be able to do your job.” The same ranch hand who complimented an apparent change of attitude in the girl of all work says “I overheard [the girl of all work] complaining about not riding today and, I’ll tell you what, it raised my hackles. She wanted to be a cowboy and all cowboy work is not done on horseback.”

The bunkhouse crew is excited about the fandango. Everyone cleans up to attend it. The bunkhouse cook is not finished preparing the chuck wagon. He plans to go to the party and then complete his work with the wagon during the night and have it ready to go with the cattle drive the next morning.

The ranch hands savor the abundant food at the fandango. They enjoy dancing with each other and with the young female guests. No one dances with the Cooke daughters. The partying extends when the crew invites their new female friends to the bunkhouse.

The bunkhouse cook provides the crew a sunrise breakfast before the herd is turned out on the trail. The chuck wagon is not ready and does not leave on the drive with the herd. The girl of all work and the bunkhouse cook spend four hours finishing the chuck wagon in order to finally get it moving out from headquarters.

When the chuck wagon leaves out on the cattle drive the girl of all work shifts into the role of horse wrangler. She shares this job with one of the original ranch hands and between the two of them they pony the extra horses in the remuda. One of the horses the girl of all work is ponying is lame at the outset.

The trail herd comprises 131 head of cattle and is a mix of steers, bulls, heifers, and cow-calf pairs. The herd is difficult to push. The ranch hands, other than the foreman and his designated point rider, are rotating through the swing, flank, and drag positions. Since the herd is moving so slowly the chuck wagon reaches the predetermined campsite first. The wranglers arrive next with the remuda.

It takes 12 hours for the drovers to get to the day one campsite with the herd. A thunderstorm is looming. Because the foreman fears the cattle will stampede in the approaching storm and is concerned about the safety of the ranch hands if they do, no one is tending the herd when night falls. The storm scatters the herd. The camp cook works through the night preparing food for the crew's meals on day two. Day two on the drive begins with the crew spending four hours reassembling the herd.

Members of the crew have varying outlooks about life on a cattle drive. One of the hands says "I think this is the most incredible lifestyle. You could easily get wrapped up in it and live it forever." In contrast the girl of all work is lonely and finds her relationship with the other wrangler to be more about work than friendly companionship. The camp cook is exhausted and says ". . . I just don't have it in me. I'm seeing a side of myself that I hadn't really ever seen before."

Night two on the trail includes Mr. Cooke staying in cow camp. Two of the ranch hands are watching over the herd from a separate hilltop camp. They are both sleeping within an hour of reaching this outpost.

As on day two, day three on the drive begins with the crew gathering scattered cattle reassembling the herd. Mr. Cooke rides with the crew in this process and at one

point the foreman yells “Mr. Cooke, you’re killing me out there!” When the crew comes into camp for a mid-afternoon break Mr. Cooke tells the girl of all work “I’m not built for this.” He goes back home instead of staying another day with the drive as originally planned.

There is a particularly fractious steer in the trail herd. He remains unmarked and the foreman wants to rectify this. The crew supports the foreman’s notion and is excited about an opportunity to rope, throw, and mark the recalcitrant steer in the open range. This bit of traditional cowboying immediately turns into a wreck when the foreman ropes the big steer around the neck instead of heading him with a loop around the horns. The secondary ropers miss their loops. The steer jerks the foreman’s horse down to the ground.

The struggle with the improperly roped steer prompts the appearance of two men who are not employees of Cooke Ranch. One of these men runs on foot to assist the fallen foreman and horse. The other man rides in and heads the steer. Cooke Ranch hands eventually mug the steer to the ground and bob his tail. The foreman is unhurt and, along with the rest of the crew, relishes taking his share of the steer’s tail hairs as a trophy.

Family – Culture, Values, and Management in the Household

Mrs. Cooke views the cattle drive as the last hurrah for the ranch hands. She is planning a merry sendoff, a big fandango, for the night before the market herd is turned out on the trail. She does not think her party is going to unify the Cooke Ranch community because she is uncertain the ranch hands are really concerned about this but

nonetheless, she is intent on providing the crew a positive sendoff. Mrs. Cooke considers this fandango to be her own last hurrah and also invites 30 friends and neighbors to attend.

Mrs. Cooke is ill and looking to her family to carry on in preparing for the fandango. Little is being accomplished. Mrs. Cooke asks a woman on a nearby ranch to lend assistance. The neighbor indulges her request.

The neighbor woman is swift in taking charge of the Cooke household. She directs the Cooke daughters to clean the house while she personally addresses the assembly and preparation of food. She starts in the garden and finds a neglected mess. While parts of the garden are starving for water there is abundant produce, some of it overgrown and rotting. The helpful neighbor collects more than enough vegetables for the fandango and passes along a large surplus to an awestruck bunkhouse cook. The Cooke's middle daughter explains "We actually didn't know that a lot of the stuff in there was stuff that we could eat because we're not big vegetable eaters. . ."

The girl of all work is recalled to the household's activities. With her assistance, the neighbor woman works all night in preparing the food for the fandango. The Cooke family sleeps through these all-night preparations.

Mrs. Cooke considers the start of the cattle drive to be the climax of the summer on Cooke Ranch. She is moved by the sight of the happy crowd stirring around the brightly lit house. She deems the evening a joyful and proper kickoff to the cattle drive.

While everyone else is away on the cattle drive the Cooke family is taking it easy at home. Mr. Cooke says "It is more relaxed. I wouldn't call it a vacation but more of a,

oh, fun. They're [Cooke daughters] having fun together. They're not really inhibited at all at the moment. That's cool. That's good for them." Like her daughters, Mrs. Cooke is also relaxing and all of them are going about wearing only their chemises and taking frequent naps.

On day five of the cattle drive Mr. Cooke is at home. He and Mrs. Cooke are compiling a list of improvements they need to make in preparation for a final assessment of the ranch's status at the end of the summer season. The end of the summer season coincides with the conclusion of the *Texas Ranch House* (Barreto, 2006) challenge. The Cooke's middle daughter confides "I think over the next 10 days we will be straightening up the house, getting ready for evaluation, and washing the dishes from the fandango still. We're not, you know, tackling all of 'em yet. There's still a lot to wash. We're not really kind of energetic enough to do that yet." Large numbers of flies are swarming stacks of dirty dishes as well as the family's food at mealtime.

Ownership – Leadership of Overall Family Business System

Mr. Cooke is not a participant in the roundup. He remains at home instead. Nine unanticipated, newly-claimed cattle bring the ranch's total tally to 168 head. Mr. Cooke is planning to market 120 and retain 48 head of cattle.

Mrs. Cooke is feeling well on the day of her big fandango. She is at Mr. Cooke's side as he welcomes everyone to the party. Their guests include people who trained everyone for their respective roles on Cooke Ranch during the *Texas Ranch House* challenge, local ranchers, and some young women from a nearby town.

Mr. Cooke rides with the crew when the cattle drive begins. He rides a mile or two and then returns to headquarters. He believes he is more needed at home than on the drive.

Mr. Cooke is anxious following the storm. He rides from headquarters to determine the storm's effects on the drive. He spends night two of the cattle drive in cow camp. On day three of the drive Mr. Cooke realizes that cowboying is long, hot, hard work and says "I'm not built for this." He chooses to go back home rather than stay with the drive.

Episode 8: *The Reckoning*

Ownership – Leadership of Overall Family Business System

After spending most of the past week at home with his family Mr. Cooke rejoins the cattle drive on its eighth and final day. He confides "My mission is to sell the cattle for the best price I can get. If we don't sell enough cattle we won't be able to make our payment for the land and if we don't make our payment for the land we lose the ranch, so this is something we have to make happen." While the crew holds the herd outside Fort Santiago Mr. Cooke rides alone into the fort and meets the Army's cattle buyer.

Mr. Cooke's herd is a mixed herd. The Army's experienced buyer surprises Mr. Cooke by limiting his interest to beeves - the more edible steers. After selling the beeves Mr. Cooke manages to also sell the balance of the trail herd, but does so at a notably lower price than the steers bring. At no time in the negotiations does Mr. Cooke inquire about the possibility of other buyers who might be seeking to enlarge their range herds nor does he ask when the Army will be ready for more beeves.

Once back at headquarters Mr. Cooke immediately tells Mrs. Cooke “We get to keep the ranch.” He reflects on the challenges he is experiencing as the owner of Cooke Ranch. Mr. Cooke confides “I’ve had to rise to those occasions.”

Mr. Cooke pays the ranch hands their wages on the day after he and the crew return to headquarters from Fort Santiago. He talks with each member of the crew individually and offers the hand a chance to trade wages for a horse. He prices his horses high and some of the hands simply do not trade with him. However, one hand - the man held hostage by the Comanches - takes Mr. Cooke to task when he realizes the proposition is to buy “his” horse a second time. This is also the hand to whom Mr. and Mrs. Cooke earlier committed the sale of a horse. The horse in question is the horse this hand rode into and out of the Comanche camp. Mr. Cooke tells the hand he was out some cattle in buying him and the horse back from the Comanches. Mr. Cooke explains “. . . I’m good with settin’ you free from the Comanches but, at this point, I bought the horse back. It’s my horse again.”

The ranch hand is incredulous regarding Mr. Cooke’s view concerning the horse over which they are contesting. The hand says “Sir, I rode *my* horse back. As far as I’m concerned you paid 25 cows for *three* horses and weren’t paying attention when we rode out of there.” Mr. Cooke replies “Oh, I was paying attention. I was paying attention that, uh, I got ripped off in a big way. And I didn’t have to buy your freedom, but I did.” The ranch hand snaps back “You didn’t buy my freedom. I was set free.” Then Mr. Cooke says “I bought your freedom. I’ve been an honorable man to you. . .” Mr. Cooke also says he will physically stop the ranch hand if he tries to ride the horse off the ranch.

As he and the women of the house watch the angry ranch hand bridle the contested horse Mr. Cooke says “So if he takes the horse he’s a horse thief.” The Cooke’s middle daughter asks “Are you not going to do anything?” Mr. Cooke neither answers nor rises from his seat.

Mr. Cooke addresses the departing ranch hands when they stop in front of him on their way out of headquarters. He says “Maybe someday everybody’ll understand but it was the right thing to do.” Once the crew is gone Mr. Cooke confides “It’s unfortunate how it had to play out today. But I’m not surprised either. And it’s tiring; it’s exhausting, but if you’re standing by your principles and you’re standing by what you’ve said, it’s not *that* exhausting. It’s the right thing. The right thing happened and it’s too bad it happened the way it did, but it’s over and now we’re moving on.”

Business – Culture, Values, and Management in the Crew

On the last day of the cattle drive the herd is driven across a highway. One of the ranch hands says “Freaky weird! I’ve just come back from wonderland! Seeing the road after all this time is the weirdest thing I can possibly imagine. It’s just snapped me back to reality and. To be quite frank, I’ve suddenly realized I don’t want to leave. If I see a house I’m probably going to cry.” The camp cook, however, is marking time until he can leave Cooke Ranch. He says “. . . The bad is kinda outweighin’ the good at this point.”

The herd of cattle satisfactorily arrives at Fort Santiago. The remuda suffers the loss of one saddlehorse due to lameness. The ranch hands are pleased with the trail drive completed and well done. The most recently added bunkhouse man considers it a matter

of teamwork and says “. . . We stuck together. We learned a lot together. It was just an awesome experience.”

The Army’s buyer immediately sends one of his men to pair up with the Cooke Ranch foreman in getting an accurate count on the cattle. The two men confirm a tally of 131 head, from which the buyer sorts all steers weighing 400 pounds or more. The buyer tells Mr. Cooke he wants to confine negotiations to the 86-90 selected beeves. The buyer accepts Mr. Cooke’s price on the beeves and, eventually, buys the balance of the herd at a considerably lower price per head. Once the herd is sold Mr. Cooke and the crew immediately depart for the ranch.

Irate over the situation concerning the horse he believes is already his personal property, the ranch hand says he is going to ride the horse off the ranch when he leaves. The hand refuses to accept any portion of his wages as a banknote. He asks for his wages in silver and Mr. Cooke says he does not have any. When Mr. Cooke eventually presents him with a little bag of silver the hand pours all of it out on the ground.

The bunkhouse crew laughs about Mr. Cooke’s stance on the contested horse and physical threat toward the ranch hand. When the angry hand bridles the disputed horse the foreman tells him “. . . We had a pact. We’re leaving with you.” Another hand says “We’re with you, brother.” A third member of the crew confides “. . . We all decided together if one of us left, that we’d all leave together. And as men of our words, we all decided to leave with [him].” The recently added bunkhouse man also confides “. . . This is just not the way we wanted to go so he [Mr. Cooke] can take his fountain pen and shove it somewhere.” The bunkhouse cook explains “Sad as this is, it’s also beautiful in

a way because it illustrates the companionship and the camaraderie and the stick-together-spirit of the cowboy.”

The offended ranch hand slowly and deliberately rides the horse in question along the full length of the owner’s house on the way to the gateway out of headquarters. Following at a calculated distance behind their angry companion, the other ranch hands stop in front of Mr. Cooke. Everyone other than the foreman expresses regret about the situation with the offended hand and their abrupt departure with him.

The exiting ranch hands are dejected. One of them says “Just ridin’ off the ranch, it was, it was tough. . . I’ve never just uncontrollably not been able to stop myself from crying.” Another hand confides “You know all the guys are actually very upset. Just because to leave the ranch so suddenly just really hits you and you just feel really empty and lost.”

Family – Culture, Values, and Management in the Household

As the cattle drive is nearing conclusion Mrs. Cooke and her daughters are retreating in the face of flies swarming the house. Mrs. Cooke confides “I never really noticed the stink around here until you couldn’t open a window. . .” Her youngest daughter confesses the kitchen is now surrendered to the flies. Mrs. Cooke begins washing the dishes used during the fandango eight days ago.

Mrs. Cooke greets Mr. Cooke and the crew as they arrive back at ranch headquarters. She does this minus an actual dress. She is wearing only her undergarments.

The women of the house eavesdrop on Mr. Cooke's pay day negotiations with the ranch hands. When the conversations are finished Mrs. Cooke tells Mr. Cooke "You're awesome! I love you! You're amazing!" Talking with her oldest daughter and the girl of all work about how she would like to see Mr. Cooke give the hand who is contesting the situation with the horse a physical beating, Mrs. Cooke says "It's been a long time coming."

Mrs. Cooke convinces Mr. Cooke the hand who is angry over the situation with the horse quit and should immediately leave the ranch. She asserts a man of his character is a threat to her daughters. When Mr. Cooke says "Done" Mrs. Cooke says "You're a good man. I'm proud of you." While dismissing the hand Mr. Cooke presents him with a little bag of silver.

Mr. Cooke and the women of the house watch the entire bunkhouse crew prepare to leave the ranch. Mrs. Cooke opines "They don't understand that it takes everybody. They wouldn't have jobs if it hadn't been for ranch owners." Two of the daughters say "We tried to be nice to them" and "We're not bad people." The middle daughter clamors about wanting to go home early. The girl of all work stands over Mr. Cooke and exclaims "No! The season is over. You made your money. You don't need hands through the winter. You don't have to feed them for two nights. You win!"

The final interface between Mr. Cooke and the departing crew is relatively subdued until the Cooke's oldest daughter suddenly lashes out at the recently added bunkhouse man and then tells the entire crew "Go! Leave! We don't want you here!" She then confides "I had a hard time containing myself when they were leaving. I get

passionate when it's my honor, or my family's honor, and you're saying what horrible people we are but I wish you the best. Yeah right! Come on. I wish you the best; no don't even do that. Just leave."

When the entire bunkhouse crew is gone the Cooke's middle daughter confesses "I feel lost and dazed and hurt. It just sort of recaps the whole summer in one moment; like it meant nothing to them. Crying, she goes on saying "This has been brewing for a while. It's hard to feel it didn't mean anything to the guys; that we worked so hard and it didn't matter to them. Like they thought when they were on the cattle drive that we sat around doing nothing."

VITA

Name: Tony Warren Brown

Address: Corps Leadership Excellence Program
Office of the Commandant
Texas A&M University
1227 TAMU
College Station, TX 77843-1227

Email Address: tbrown@corps.tamu.edu

Education: B.S., Veterinary Science, Texas A&M University, 1973
D.V.M., Veterinary Medicine, Texas A&M University, 1974
M.S., Veterinary Medicine and Surgery, Texas A&M University,
1977
Ph.D., Agricultural Leadership, Education, and Communications,
Texas A&M University, 2012