

Disc 1 - Bill Crawford Story

Beyond the Medal of Honor

Lesson Plans

Into

1. Watch (Disc 1 bonus) and read (PDF enclosed) Air Force Colonel James Moschgat's "A Janitor's Ten Lessons in Leadership". If you could hang a poster quoting just one of these lessons in the home of everyone at your school, which one would it be? Write an essay or give an oral presentation in which you explain your choice and the reasons you feel it is such an important life lesson.
2. Break into small groups of 3-5 people. Write the following questions on separate pieces of paper or index cards: How would you treat your favorite celebrity if he/she walked into the room right now? How do you treat a store clerk at the convenience store? If you don't know someone, how are you most likely to treat them when you first meet? Have group members discuss their answers. After the discussion, do a five to ten minute free write on what you heard others say and on whether you were surprised, disappointed or in agreement with their answers.
3. Ask students to make a list of individuals they think show good leadership qualities (fellow students, teachers, coaches, etc.) Ask them to explain what makes these people stand out.

Through

1. The focus of Bill Crawford's many talks to students was "patriotism, honor, and duty." Write an essay wherein you outline how Crawford, squad scout with the Army's 142 regiment of the 36th Infantry Division, displayed all three qualities during the Salerno Invasion and battle near Altavilla, Italy, in 1943.
2. Having heard the testimony of those who knew him best, what do we learn were Bill Crawford's most endearing qualities? Which of Crawford's personal interests and life experiences can you point to that may have shaped these parts of his character?
3. Would you say that Bill Crawford was a lover or a fighter? Defend your answer.
4. While stopping to aid a wounded comrade immediately after the action for which he earned the Congressional Medal of Honor, Bill Crawford was captured and taken prisoner by Nazi soldiers. Which of Crawford's deeply ingrained character traits do you think must have helped him most during his nineteen months as a prisoner of war? Explain your answer.

Beyond

1. In his essay "My friend, Albert Einstein," Banesh Hoffman tries to capture the essence of a great man with one word: simplicity. Hoffman includes the features of humility and gentleness as part of his definition for simplicity. After reading Hoffman's essay, discuss with your class or write in an essay of your own the similarities you see between Einstein and Bill Crawford: two men who were both profoundly changed by World War II.
2. Keep a week long "Kindness Journal" wherein you record both all your attempts to be kind and those you notice from other people. (These can be acts of kindness they show to you OR to others.)

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Discussion Questions

Answer each question in brief paragraph form. Use complete sentences, proper grammar and correct punctuation.

1. What events in Bill Crawford's life led to his success in war?
2. What skills and values had an impact on Crawford's life?
3. Describe the actions Crawford performed that led to receiving the Medal of Honor.
4. What choices did Bill Crawford make that demonstrate exemplary character?
5. How can we apply the lessons we learn from Bill Crawford in our own lives?

Name _____

Class _____

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Comprehension Quiz

1. Where was Bill Crawford a janitor?
 - a) United States Military Academy
 - b) United States Air Force Academy
 - c) United States Naval Academy

2. In what war did Bill Crawford earn his Medal of Honor?
 - a) WWII
 - b) Korea
 - c) Vietnam

3. How many machine gun nests did Crawford eliminate?
 - a) 1
 - b) 2
 - c) 3

4. In what year was he drafted?
 - a) 1939
 - b) 1942
 - c) 1945

5. Where was Crawford's first invasion?
 - a) Salerno
 - b) Germany
 - c) Normandy

6. Where was Crawford stationed prior to the invasion?
 - a) France
 - b) Africa
 - c) Hawaii

7. What military rank did Crawford have when he earned the Medal of Honor?
 - a) Lieutenant
 - b) Sergeant
 - c) Private

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8. Who captured Crawford?
 - a) Germans
 - b) Italians
 - c) French

9. When Crawford was considered Missing in Action (MIA) who received the Medal of Honor for him?
 - a) his company commander
 - b) his wife
 - c) his father

10. Why did Bill Crawford decide to become a janitor?
 - a) he needed a job
 - b) he liked to be around military recruits
 - c) It was his military assignment

Disc 1 – Bill Crawford Story Bonus

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Lesson Plan for Coaches and Leaders

Objective: Inspire team leaders to use “A Janitor’s Ten Lessons in Leadership” as a motivational tool. Create team goals and policies that incorporate the ten lessons. Evaluate team performance against the ten lessons.

Into:

View the short ten minute “Bill Crawford Story Bonus” video from the *Beyond the Medal of Honor* disc one.

Through:

List on butcher paper, chalkboard or other large medium each of the “Janitor’s ten Lessons”: (A team of athletes may want to make a poster of the lessons.)

“A Janitor's Ten Lessons in Leadership”

1. Be cautious of labels.

Labels you place on people may define your relationship to them and bound their potential. Sadly, and for a long time, we labeled Bill as just a janitor, but he was so much more. Therefore, be cautious of a leader who callously says, “Hey, he’s just an Airman.” Likewise, don’t tolerate the O-1, who says, “I can’t do that, I’m just a lieutenant.”

2. Everyone deserves respect.

Because we hung the “janitor” label on Mr. Crawford, we often wrongly treated him with less respect than others around us. He deserved much more, and not just because he was a Medal of Honor winner. Bill deserved respect because he was a janitor, walked among us, and was a part of our team.

3. Courtesy makes a difference.

Be courteous to all around you, regardless of rank or position. Military customs, as well as common courtesies, help bond a team. When our daily words to Mr. Crawford turned from perfunctory “hellos” to heartfelt greetings, his demeanor and personality outwardly changed. It made a difference for all of us.

4. Take time to know your people.

Life in the military is hectic, but that’s no excuse for not knowing the people you work for and with. For years a hero walked among us at the Academy and we never knew it. Who are the heroes that walk in your midst?

5. Anyone can be a hero.

Mr. Crawford certainly didn’t fit anyone’s standard definition of a hero. Moreover, he was just a private on the day he won his Medal. Don’t sell your people short, for any one of them may be the hero who rises to the occasion when duty calls. On the other hand, it’s easy to turn to your proven performers when the chips are down, but don’t ignore the rest of the team. Today’s rookie could and should be tomorrow’s superstar.

6. Leaders should be humble.

Most modern day heroes and some leaders are anything but humble, especially if you calibrate your “hero meter” on today’s athletic fields. End zone celebrations and self-aggrandizement are what we’ve come to expect from sports greats. Not Mr. Crawford—he was too busy working to celebrate his past heroics. Leaders would be well-served to do the same.

7. Life won't always hand you what you think you deserve.

We in the military work hard and, dang it, we deserve recognition, right? However, sometimes you just have to persevere, even when accolades don’t come your way. Perhaps you weren’t nominated for junior officer or airman of the quarter as you thought you should—don’t let that stop you. Don’t pursue glory; pursue excellence. Private Bill Crawford didn’t pursue glory; he did his duty and then swept floors for a living.

8. No job is beneath a leader.

If Bill Crawford, a Medal of Honor recipient, could clean latrines and smile, is there a job beneath your dignity? Think about it.

9. Pursue Excellence.

No matter what task life hands you, do it well. Dr. Martin Luther King said, “If life makes you a street sweeper, be the best street sweeper you can be.” Mr. Crawford modeled that philosophy and helped make our dormitory area a home.

10. Life is a leadership laboratory.

All too often we look to some school or PME class to teach us about leadership when, in fact, life is a leadership laboratory. Those you meet everyday will teach you enduring lessons if you just take time to stop, look and listen. I spent four years at the Air Force Academy, took dozens of classes, read hundreds of books, and met thousands of great people. I gleaned leadership skills from all of them, but one of the people I remember most is Mr. Bill Crawford and the lessons he unknowingly taught. Don’t miss your opportunity to learn.

In small groups or as a whole, address each lesson, one by one, as it relates to the following questions and record your answers. (This can be done in a one sitting activity period or over a few days or by addressing one trait a week, etc.)

1. In what ways does our team or has our team demonstrated this lesson. Do we support policies, programs or practices that demonstrate this lesson?
2. In what ways can our team improve our learning of this lesson?
3. What can we do differently this year (next time) to demonstrate to others our commitment to this lesson?

De-brief your team's answers. Poll the team on its perceived areas of weakness or on those areas it feels are most important to focus for optimal performance. Using the suggestions generated by discussing question #3 above, determine how to implement your new policy, project, program or behavior. Keep a record of your new plan.

Beyond

At the end of the season (or class, or year, etc.) revisit your plan for pursuing excellence. To what degree did you succeed in meeting goals? What worked and why? What didn't work and why? What might the team do differently next time?

Quotes on Teamwork, Character and Leadership by Vince Lombardi.

"Leadership rests not only upon ability, not only upon capacity; having the capacity to lead is not enough. The leader must be willing to use it. His leadership is then based on truth and character. There must be truth in the purpose and will power in the character."

"A leader must identify himself with the group, must back up the group, even at the risk of displeasing superiors. He must believe that the group wants from him a sense of approval. If this feeling prevails, production, discipline, morale will be high, and in return, you can demand the cooperation to promote the goals of the company."

"Leaders are made, they are not born. They are made by hard effort, which is the price which all of us must pay to achieve any goal that is worthwhile."

"The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather in a lack of will."

"I've never known a man worth his salt who in the long run, deep down in his heart, didn't appreciate the grind, the discipline. There is something good in men that really yearns for discipline."

"Mental toughness is many things and rather difficult to explain. Its qualities are sacrifice and self-denial. Also, most importantly, it is combined with a perfectly disciplined will that refuses to give in. It's a state of mind-you could call it character in action."

"Once you learn to quit, it becomes a habit."

"People who work together will win, whether it be against complex football defenses, or the problems of modern society."

"The achievements of an organization are the results of the combined effort of each individual."

"Winning is not everything--but making effort to win is."

"I firmly believe that any man's finest hour, the greatest fulfillment of all that he holds dear, is the moment when he has worked his heart out in a good cause and lies exhausted on the field of battle-victorious."