

Developing Leadership Character Through Adversity
Duquesne University Master of Leadership, G. Zegarelli, AR-MLLS-748

<p>Shakespeare on Leadership HENRY V</p>	<p>v.9/23</p>
<p>Enter the English host; GLOUCESTER, BEDFORD, EXETER, SALISBURY, and WESTMORELAND</p> <p>Glo. Where is the king? Bed. The king himself is rode to view their battle.</p> <p>West. Of fighting men they have full three-score thousand.</p> <p>Exe. There's five to one; besides, they all are fresh.</p> <p>Sal God's arm strike with us! 'tis a fearful odds. God be wi' you, princes all; I'll to my charge: If we no more meet till we meet in heaven, Then, joyfully, my noble Lord of Bedford, My dear Lord Gloucester, and my good Lord Exeter, And my kind kinsman, warriors all, adieu!</p> <p>Bed. Farewell, good Salisbury; and good luck go with thee!</p> <p>Exe. Farewell, kind lord. Fight valiantly to-day: And yet I do thee wrong to mind thee of it, For thou art fram'd of the firm truth of valour.</p> <p>Exit SALISBURY.</p>	<p>The leader himself is in the battle. He cares for the mission and his soldiers.</p> <p>Insecurity sets into Westmoreland and then Exeter. Fear to the rational odds, fear to the probabilities of success.</p> <p>But, the attributes of <i>love</i> and <i>loyalty</i> bind. Usage of the (irrational) faith in God countermands the rational probabilities. Heaven is used as <i>hope</i>, implication that they are doing God's work, "joyfully" to die. The bond of kinsman and fellow warriors reinforces unity.</p> <p>Key: They fear, but they are internally strong with valiance, from <i>within</i> as a matter of personal honor and character, so they do not require <i>external</i> word reinforcements.</p> <p>This is so much so that Exeter apologizes ("I do thee wrong") back to Bedford for any implication that might suggest that Bedford may need the inferior external words from another person when the perfect "truth" of Bedford's own internal personal character is the greater; yet the entire passage is for that very purpose from the leader to the men who need it.</p>

Developing Leadership Character Through Adversity
Duquesne University Master of Leadership, G. Zegarelli, AR-MLLS-748

<p>Bed. He is as full of valour as of kindness; Princely in both.</p> <p>Enter KING HENRY.</p> <p>West. O! that we now had here But one ten thousand of those men in England That do no work to-day.</p> <p>King Henry. What's he that wishes so? My cousin Westmoreland? No, my fair cousin: If we are mark'd to die, we are now To do our country loss; and if to live,</p> <p>The fewer men, the greater share of honour. God's will! I pray thee, wish not one man more.</p> <p>By Jove, I am not covetous for gold, Nor care I who doth feed upon my cost; It yearns me not if men my garments wear; Such outward things dwell not in my desires: But if it be a sin to covet honour, I am the most offending soul alive.</p>	<p>Key: Henry V has the true <i>majesty</i> of character, the power, of being both <i>gently empathetic</i> and <i>valiant</i>. His kindness is not weakness, but simply another type of strength. The mark of the greatest and best rulers. For this, Henry V earned BOTH <i>respect</i> (thoughtful) and <i>love</i> (emotion).</p> <p>Westmoreland again is fearful. Not a coward by any means, but simply knows the odds and wishes the men that are home relaxing would be with them to help them.</p> <p>Key: Henry knows there is no real choice, so he embraces the context. The real choice is how to <i>create</i> something that helps them. Henry <i>creates</i> a weapon. The attribute of <i>courage</i> through <i>desire</i> for attribute of <i>honor</i>.</p> <p>Key: The tactic. Look at the rhetorical trick:</p> <p><u>Honor is now a pie. There's only so much, so now less men is more. Henry uses the hunger for honor to create a desire for less men! The less men, the less men with whom to divide or "share" the pie of honor!</u></p> <p>Henry now takes us back to the foundation laid with Exeter. Nothing <i>outside</i> ("outward") of a person means anything. This is literature, matched with philosophy, wisdom and leadership.</p> <p>Henry says the only thing he wants is <i>honor</i>, as much as he can get. He's setting them up. Napoleon and Lincoln read their Shakespeare.</p>
--	---

Developing Leadership Character Through Adversity
Duquesne University Master of Leadership, G. Zegarelli, AR-MLLS-748

<p>No, faith, my coz, wish not a man from England: God's peace! I would not lose so great an honour</p> <p>As one man more, methinks, would share from me, For the best hope I have. O! do not wish one more:</p> <p>Rather proclaim it, Westmoreland, through my host, That he which hath no stomach to this fight, Let him depart; his passport shall be made, And crowns for convoy put into his purse:</p> <p>We would not die in that man's company That fears his fellowship to die with us.</p> <p>This day is call'd the feast of Crispian: He that outlives this day, and comes safe home, Will stand a tip-toe when this day is nam'd, And rouse him at the name of Crispian.</p> <p>He that shall live this day, and see old age, Will yearly on the vigil feast his neighbours, And say, 'To-morrow is Saint Crispian:' Then will he strip his sleeve and show his scars, And say, 'These wounds I had on Crispin's day.'</p>	<p>On that point, he picks his cousin Westmoreland, because it was Westmoreland who was nurturing fear to others.</p> <p>Now, Henry invites soldiers to leave, and he'll even <u>pay their way</u> for them to leave! We want to die with our friends.</p> <p>Key: Another trick: <u>He unifies by separating!</u></p> <p>Now, Henry starts to tie down the human levers. Cowardice ("stomach" above, "fear"), <i>honor</i> and <i>pride</i>.</p> <p>A survivor will stand "tip-toe," above others and proud, to be seen as such. <i>Pride</i>. Remember that the common soldier was looked down upon in class structure, so "tip-toe" meant that a common man could find his worth and pride in fighting valiantly. A low man is now as high born.</p> <p>Key: Another trick of rhetoric. The survivors will be scarred, but these scars are converted into <i>badges</i> of honor. Again, Henry turns the negative pain into pleasure. Negative into the positive.</p>
---	--

Developing Leadership Character Through Adversity
Duquesne University Master of Leadership, G. Zegarelli, AR-MLLS-748

<p>Old men forget: yet all shall be forgot, But he'll remember with advantages, What feats he did that day. Then shall our names, Familiar in his mouth as household words,</p> <p>Harry the king, Bedford and Exeter, Warwick and Talbot, Salisbury and Gloucester, Be in their flowing cups freshly remember'd.</p> <p>This story shall the good man teach his son; And Crispin Crispian shall ne'er go by, From this day to the ending of the world, But we in it shall be remembered;</p> <p>We few, we happy few, we band of brothers; For he to-day that sheds his blood with me Shall be my brother;</p> <p>be he ne'er so vile This day shall gentle his condition:</p>	<p>This is pre-video, of course, and most common people cannot read or write. People are forgotten. But songs are sung and stories are told about great people. "Songs" are how people remember stories, like students doing rhymes to remember lists.</p> <p>These songs and stories are the after-death legacy of the brave soldier. The human nature attraction of <i>fame, pride and honor</i>, being the prize of <i>courage</i>.</p> <p>Henry now pulls a common political stump move of rhetoric, pointing to specific people. He makes the men legends by "stories" about them.</p> <p>This is where the phrase "band of brothers" originated. Again, binding people as family. Now, the common man is the brother of King Henry V!</p> <p>Now he has his cords, his tools, his levers. He binds and moves his men to purpose. Now, it is <i>love and fellowship, comradery</i>.</p> <p>Men who fight with Henry, men who are base and common will become like gentlemen. They will ascend from the base common. Bad and low men now get to be good gentlemen.</p>
---	--

Developing Leadership Character Through Adversity
Duquesne University Master of Leadership, G. Zegarelli, AR-MLLS-748

<p>And gentlemen in England, now a-bed Shall think themselves accurs'd they were not here, And hold their manhoods cheap whiles any speaks That fought with us upon Saint Crispin's day.</p> <p>Re-enter SALISBURY.</p> <p>Sal. My sov'reign lord, bestow yourself with speed: The French are bravely in their battles set, And will with all expedience charge on us.</p> <p>K. Hen. All things are ready, if our minds be so.</p> <p>West. Perish the man whose mind is backward now!</p> <p>K. Hen. Thou dost not wish more help from England, coz?</p> <p>West. God's will! my liege, would you and I alone, Without more help, could fight this royal battle!</p>	<p>Observe that he now segues from "gentle" above, to "gentlemen." And, for the "gentlemen" not with them, they are like weaklings in bed ("abed"). They are not real men, such as these men.</p> <p>Even the great Shakespeare Master plays the "masculinity" card. Now he uses <i>masculinity</i> as a goad, leveraging a type of core insecurity in men. ("hold their manhoods cheap").</p> <p>(Napoleon uses a similar tactics of reflective stories and manhood ["blush"] in his speech at Alba, in the assigned readings.)</p> <p>Odds aside, the enemy approaches, and they are also <i>brave</i>. Tension builds, the French are coming, but are Henry's men ready?</p> <p>Henry, as leader, gets ahead of the men's fear: he knows Human Nature: the question each man is thinking: "Are we ready for this?"</p> <p>Henry answers the question for them. A great line. <i>Attitude. Get your head into the game.</i> Every group entering into a challenge should chant this line.</p> <p>Conversion! (See the conversion of the audience in the speech by Marc Antony in the assigned viewings.) "What, you still don't want more men, Cousin?"</p> <p>Remember, Westmoreland started the fear conversation. Now, he's on board! He's regained his mojo! Now, Westmoreland is saying he would do it with just King Henry!</p>
---	---

Developing Leadership Character Through Adversity
Duquesne University Master of Leadership, G. Zegarelli, AR-MLLS-748

<p>K. Hen. Why, now thou hast un-wish'd five thousand men; Which likes me better than to wish us one.</p> <p>You know your places: God be with you all!</p> <p>Tucket. Enter MONTJOY.</p> <p>Mont. Once more I come to know of thee, King Harry, If for thy ransom thou wilt now compound, Before thy most assured overthrow: For certainly thou art so near the gulf Thou needs must be englutted.</p> <p>Besides, in mercy, The constable desires thee thou wilt mind Thy followers of repentance; that their souls May make a peaceful and a sweet retire From off these fields,</p> <p>where, wretches, their poor bodies Must lie and fester.</p>	<p>I like it better that you've unwished 5,000 men rather than wishing for one man more.</p> <p>Again, God enters the purpose,. God is a great unifier, used by both sides. (Lincoln's Second Inaugural)</p> <p>Just when everyone is on board, just when everyone is ready, Shakespeare intrudes a twist for human nature...Adversity is never easy, by definition.</p> <p>Key: Now the <i>bravery</i> is tested by <i>temptation</i>, using <i>insecurity</i> as a weapon against <i>courage</i>. Weapon against weapon. Mental weapons. Mental battles, with human nature as the field of action.</p> <p>Just give up now. England and France will simply negotiate a ransom amount for France to return you alive. Very easy, safe and pleasant.</p> <p>That was the pleasant part, the "carrot." Now Montjoy paints the bleak "stick" part. Montjoy says the English will die and then paints imagery of their festering dead bodies in the field. Give-up temptation is always present in litigation, sometimes simply as bait to create more <i>insecurity</i>, more "why are we doing this?"</p> <p>This is a tactic of creating the "path to pleasure." The stick and the carrot at the same time.</p> <p>The tactic of creating the pain and then offering the salve.</p>
--	--

Developing Leadership Character Through Adversity
Duquesne University Master of Leadership, G. Zegarelli, AR-MLLS-748

<p>K. Hen. Who hath sent thee now?</p> <p>Mont. The Constable of France.</p> <p>K. Hen. I pray thee, bear my former answer back: Bid them achieve me and then sell my bones. Good God! why should they mock poor fellows thus?</p> <p>The man that once did sell the lion's skin. While the beast liv'd, was kill'd with hunting him.</p> <p>A many of our bodies shall no doubt Find native graves; upon the which, I trust, Shall witness live in brass of this day's work;</p> <p>And those that leave their valiant bones in France, Dying like men, though buried in your dung-hills, They shall be fam'd; for there the sun shall greet them, And draw their honours reeking up to heaven, Leaving their earthly parts to choke your clime, The smell whereof shall breed a plague in France. Mark then abounding valour in our English, That being dead, like to the bullet's grazing, Break out into a second course of mischief, Killing in relapse of mortality.</p> <p>Let me speak proudly: tell the constable, We are but warriors for the working-day; Our gayness and our gilt are all besmirch'd With rainy marching in the painful field; There's not a piece of feather in our host —</p>	<p>Henry slows it down and moves the conversation, taking control of the conversation with a question.</p> <p>If you want something to ransom, come earn it. Quit burdening us with these games.</p> <p>You're getting ahead of yourself. You're trying to sell something that you need to kill to acquire it, but you will die in trying to get the thing. (Like selling a lion's skin before you have the lion that kills you in trying to get it.)</p> <p>Some will live but die in native England to bear witness forever.</p> <p>For those who die in France, our bodies will remain in the fields, but the sun will draw the honor to heaven as a stench and plague and pestilence in France's climate, so the English will live again by creating a second war (mischief) even in death. Like a bullet that misses grazes the target but then hits a second target in mischief.</p> <p>Key: Another rhetorical trick: Henry's <i>proud</i> speech is ironic because it concerns the <i>humility</i> of the plain foot soldier. He creates <i>pride</i> for being common. Proud for such humble slavery of purpose. "Working day warriors," happiness and pomp weathered. Sure, we may not be pretty like you.</p>
--	---

<p>Good argument, I hope, we will not fly — And time hath worn us into slovenry: But, by the mass, our hearts are in the trim;</p> <p>And my poor soldiers tell me, yet ere night They'll be in fresher robes, or they will pluck The gay new coats o'er the French soldiers' heads, And turn them out of service. If they do this, — As, if God please, they shall, — my ransom then Will soon be levied.</p> <p>Herald, save thou thy labour; Come thou no more for ransom, gentle herald: They shall have none, I swear, but these my joints; Which if they have as I will leave 'em them, Shall yield them little, tell the constable.</p> <p>Mont. I shall, King Harry. And so, fare thee well: Thou never shalt hear herald any more.</p> <p>K. Hen. I fear thou'lt once more come again for ransom.</p> <p>Enter YORK.</p> <p>York. My lord, most humbly on my knee I beg The leading of the vaward.</p>	<p>Key: Again back to external words (“argument”) versus internal character. Fine words do not make us afraid and make us flee, we are built for the task. Time has worn us into slavery (“slovenry”) of purpose, but our hearts are strong for it. Again ironic, because it is exactly good words that are making them want to fight. It is diffusion from his own tactic.</p> <p><u>Never, ever, minimize the mind game in war or formatives of war, such as games.</u></p> <p>We might not have pretty clothes, but my soldiers will be in fresh French robes or will pull them over your dead bodies. If they succeed as God pleases, my worth is paid.</p> <p>The best you will get of me will be my bones, which won't be worth anything if you can get them.</p> <p>There's always a play in the game as long as there's a game. Henry portends more mind games. It never ends.</p> <p>York humbly begs to be the leader of the front line. Brave York.</p>
--	--

Developing Leadership Character Through Adversity
Duquesne University Master of Leadership, G. Zegarelli, AR-MLLS-748

<p>K. Hen. Take it, brave York. Now, soldiers, march away:</p> <p>And how thou pleasest, God, dispose the day!</p>	<p>Final reinforcement of God's purpose, matched to a Saint's feast.</p>
---	--

1
2
3
4
5

Attribution: Shakespeare, William. Delphi Complete Works of William Shakespeare (Illustrated) (Kindle Locations 30001-30002). Delphi Classics. Kindle Edition. Interpretive Commentary G. Zegarelli © 2017.