

VALUE-BASED LEADERSHIP:

Lessons from Shackleton

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VALUE-BASED LEADERSHIP

Personal Background (That is relevant...)

Each of us is a leader

A challenge and a call for enhancing leadership (It's our future).

Is enhancing leadership feasible?



Leadership; A Grim Assessment: “A Crisis”; Looking Beyond

A recent poll conducted by **Harvard University’s Center for Public Leadership and U.S. News & World Report**, found that more than 75% of Americans believe that there is a “leadership crisis in the U.S.”

The Workforce Management Journal recently published an article titled “*The Coming Leadership Crisis.*” It reports on a **study conducted by IBM** which found that in North America, 69 percent of companies surveyed fear they will experience a shortage of executive talent. According to the research: “Companies are Heading toward a catastrophic shortage of qualified leaders with the knowledge needed to run global businesses...” “Companies are heading toward a perfect storm When it comes to leadership,”

The challenge we face: Can Leadership Be Enhanced?

No facet of leadership is a divine right given to a few as a birthright.

Leadership is both an art and a science. Through learning and practice we certainly can enhance leadership capacity and performance.



Leadership: An Art & A Science

ART

Creativity, expression based

- **Motivate and “energize”**
- **Address conflict and promote teamwork.**
- **Work with variety of personalities and cultures.**

LEADERSHIP

SCIENCE

Rational, knowledge acquired through learning

- **Knowledge about leadership: what people expect (i.e. Honesty & integrity)**
- **How our brain works**
- **What and how we react to**

Leadership is About:



Developing a vision and a collective destiny

**Motivating people to work together to
accomplish extraordinary things**

**Making decisions not arriving at conclusions and
not being arbitrary and capricious**

**Decision making is about making a choice
grounded in and guided by values and integrity.**

This requires knowing yourself.

VALUE-BASED LEADERSHIP: The Search for a Definition



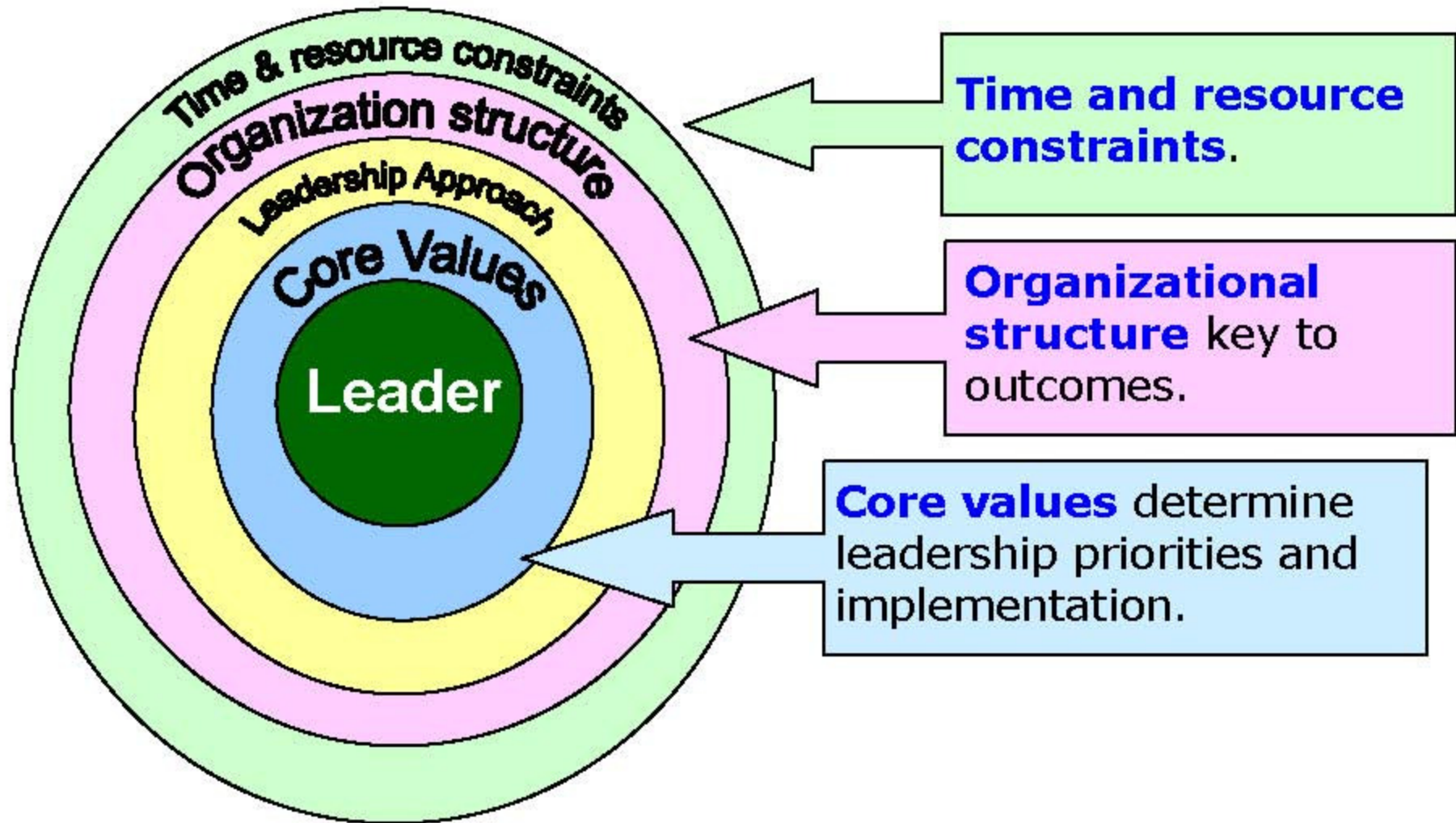
- There is no precise definition of “leadership” and it is impossible to develop one.
- Dictionary.com offers 7 definitions of “Leadership” – “The ability to lead.”
- Dictionary.com offers 33 definitions of: “Lead” – “To go before or with to show the way.”



Leadership is about – Developing a vision and a collective destiny. Making decisions, overseeing change and creating transitions through empathy and collaborative work grounded in and guided by values and integrity.

VALUE-BASED LEADERSHIP

Foundation & Constraints:



VALUE-BASED LEADERSHIP



Why Shackleton? His leadership qualities are relevant and compelling.

- 1. He successfully led one of the most extraordinary survival adventures of all time.**
- 2. He has been called: “the greatest leader that ever came on God’s earth, bar none” and having “miraculous leadership.”**
- 3. His principles and values are relevant.**
- 4. He had a sense of duty to the community.**

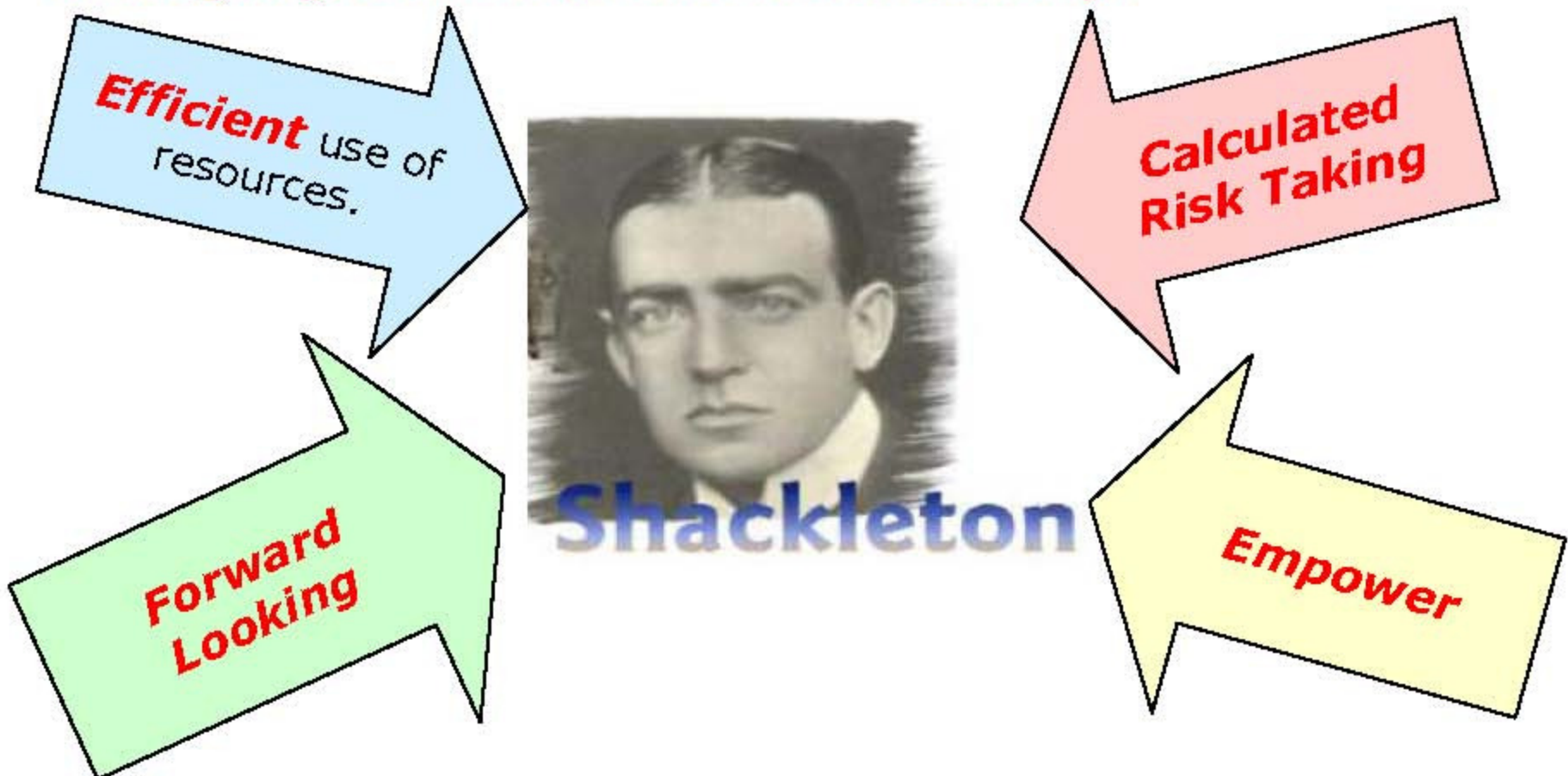


VALUE-BASED LEADERSHIP:

Lessons from Shackleton



***Leadership in times of limited resources,
changing realities and uncertainty.***





Shackleton's Background (1874-1922)



- An Anglo-Irish
- Apprenticed in the merchant marine
- Traveled extensively – China, North & South America, Africa
- Participated as a crewman under **Robert F. Scott** on the **Discovery Expedition** to Antarctica.

Discovery Expedition (1901-1904)

- Tension between Shackleton and Scott.
- Shackleton contracted scurvy during the overland trek to the South Pole.
- The team reached 460 miles from the South Pole
- Scott sent Shackleton home and blamed him for the failure to reach the South Pole.



Shackleton (L), Scott (C), & Dr. Edward Wilson



The Nimrod Expedition: 1907–1909



- Shackleton's first command of a polar expedition.
- Learns from Scott's failures:
 - ✓ Does not reduce food or provisions to "lighten the loads."
 - ✓ Sacrifices ultimate goal – the South Pole (comes to within 97 miles of it) in order to return expedition party safely back to the ship.

"I thought you would rather have a live donkey than a dead lion."

- Shackleton, explaining to his wife why he turned back.



Scott V. Amundsen (1911-1912)

The Race to the South Pole: 1911-1912

Amundsen (The Fram Expedition)

First to Reach the South Pole on December 1911

Scott (the Terra Nova Expedition) arrives

at the South Pole on Jan. 1912





The Endurance Expedition to Cross Antarctica: 1914-1916

The **Endurance Expedition** was the first ever attempt to complete a crossing of the continent from sea to sea (Weddell sea to the Ross sea). It would take a land journey of approximately 1,800 miles by foot via the South Pole.

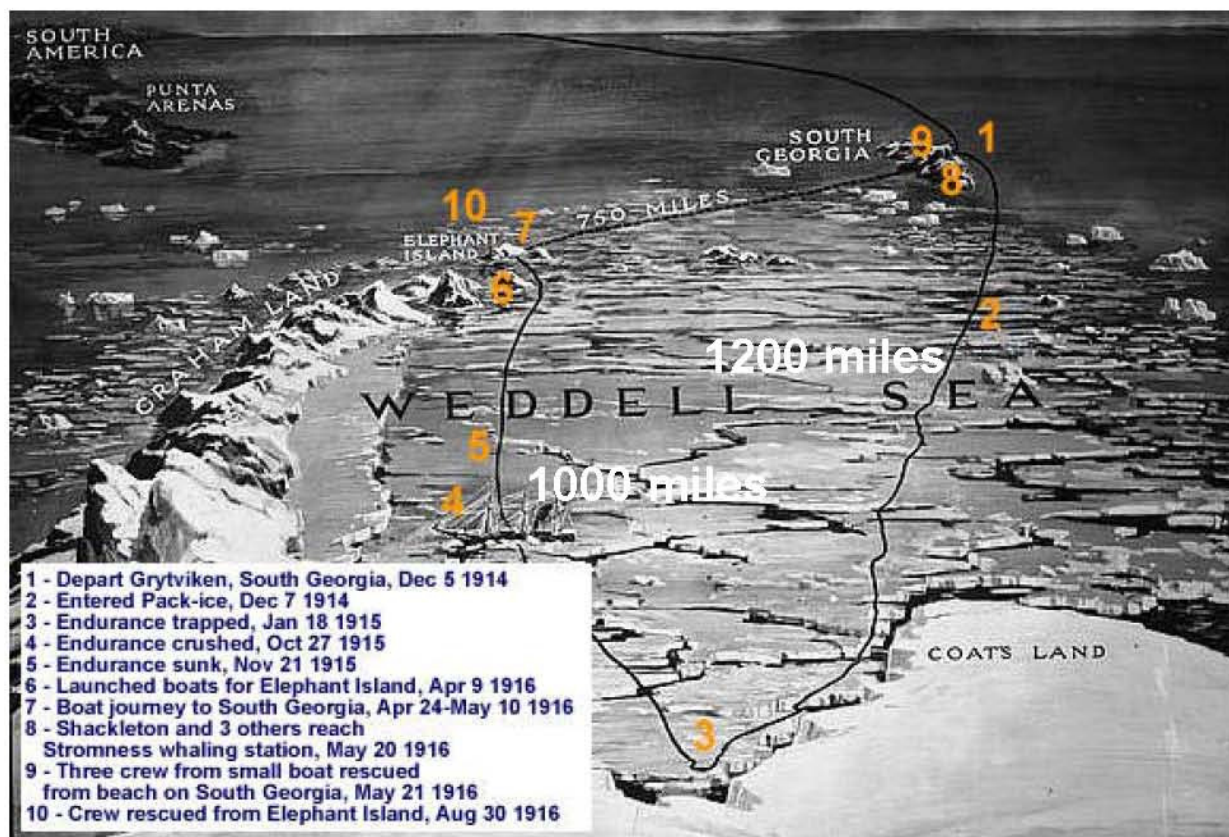
Antarctica is the 5th largest continent and 1.4 larger than the U.S.

“**By Endurance we conquer**” (“*Fortitudine Vincimus*”) was the Shackleton family motto and the name of his vessel.



The Shackleton Way

The Endurance Expedition: 1914-1916



August 1914: Ernest Shackleton and crew of 27 men set out on the "Endurance".

December 1914: The Endurance leaves South Georgia Island.

January 1915: The Endurance gets trapped in ice just before landing in Antarctica.

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The Shackleton Way



The Endurance Expedition (1914-1916)



Shackleton & crew depart Elephant Island for South Georgia Island 800 miles away, April 1916.

October 1915: *Endurance is crushed and crew forced to live on ice floes.*

April 1916: *Crew makes way in lifeboats to Elephant Island.*

April-May 1916: *Shackleton and four crew members sail 800 miles back to South Georgia Island.*

August 1916: *Shackleton rescues remaining crew on Elephant Island.*

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Shackleton's Leadership Qualities

How did Shackleton succeed against such odds?

ART

Creativity,
expression based

1. **Planning and Calculated Risk**
2. **Team Building**
3. **Conflict Resolution**
4. **Communications**
5. **Flexibility**
6. **Lead by Example through Values, Courage & Optimism**

SCIENCE

Rational,
knowledge
acquired through
learning



1. Planning & Calculated Risk

Never lose sight of the ultimate goal – the long term vision and focus energy on short term goals.



“Shackleton referred to himself as “Old Cautious” and took pleasure when his men called him the same.

•**Prepare:** Success only comes when you learn and lay the groundwork. Shackleton knew the environment into which he was leading his men.

•**Supply your team with the best available resources:** Shackleton overstocked on provisions and bought only the best equipment to increase chances of success.

•**Risk taking = Calculated:** Shackleton took risks when options were limited & when the lives of his men were at stake.



2. Team Building

Reinforce team unity, loyalty, common destiny, shared identity and a deep care for people's well being.

Find the right people and put them in the right positions.



- ***Crew comes first:*** Shackleton made the well-being, morale, and safety of each of his men his top priority.
- ***Match talents to needs:*** Shackleton was less concerned with rank than with ability. Men were assigned work according to aptitude.

Celebrate success and use a sense of humor



3. Conflict Resolution



Deal with anger, engage dissidents and avoid needless power struggles.

Allow for frustration to be vented appropriately in a manner that does not demoralize the team.

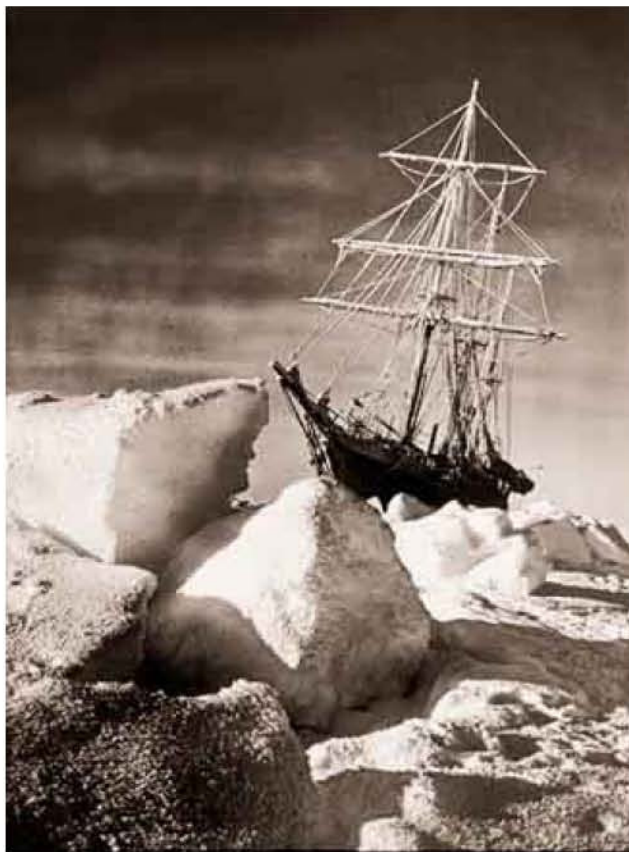
Keep potential troublemakers close. Especially those who are pessimistic.



4. Communications



Keep everyone informed and involved.



- **Keep communications open:** Shackleton made himself available to his men.
- **Break down social & occupational barriers:** Work & learn from each other. Minimize status expression.
- **Allow everyone a voice:** He solicited his crew's opinions on all important matters. Once he made the decision, however, he expected everyone to follow.



5. Flexibility

Adjust plans to changing conditions.



“A man must shape himself to a new mark directly the old one goes to ground.”

-Shackleton

- ***Don't look back:*** Shackleton *never* indulged in self-pity or recriminations when his situation changed.
- ***Focus on the present situation:*** Once the *Endurance* was crushed, his objective changed to getting his men home alive.
- ***A plan is a draft for another plan:*** Shackleton prepared for possible contingencies making it easier for him to switch objectives.

6. Lead By Example



Leaders “show the way”

- **Values**
- **Courage:** Shackleton accepted the most challenging tasks, leading the boat party from Elephant Island to South Georgia across 800 mi. of the South Atlantic.
- **Optimism:** Even when things looked bleakest, Shackleton remained resilient and maintaining the confidence of his crew.



“If you’re a leader, a fellow that other fellows look to, you’ve got to keep going.”

-Shackleton

VALUE BASED LEADERSHIP:



Summary of Shackleton's Leadership Qualities:

Careful planning and calculated risk:
Conceive and dare.

Team Building: Match jobs to talent (not experience).

Flexibility: Discover opportunities in problems – **manage change.**



Conflict Resolution: Don't allow conflicts to develop into factions.

Lead by Example:
Succeed depends on the example you provide.

Communications: Give everyone an ear and a say.

“Optimism is true moral courage.”

- Shackleton

For some: “pessimism is considered prudence” - Dr. Phelps

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Research findings; what people want from a leader:

1. Forward Looking, have a purpose, a direction and a sense of meaning.
2. Trust worthy and have integrity
3. Inspiring
4. Loyalty
5. Competent
6. Optimistic
7. Action and results oriented while maintaining accountability

“The best explorer, however, is the man who can both ‘conceive and dare.’”

H.R. Mill, Shackleton’s biographer.

Shackleton: “Never for me the lowered banner, Never the last Endeavour.”



VALUE-BASED LEADERSHIP

Each of us is a leader

A challenge and a call for enhancing leadership;
It is feasible and our future depends on it

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