The Shackleton Way: Leadership under Stress

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Information Process Maturity

• Research into the CIDM Information Process Maturity Model demonstrates that leadership is a key ingredient to the success of a publications organization
Leaders and Managers

Leader

Manager
Leadership/Management

• Leadership is not the same as management

• Management represents a role in the corporate hierarchy governing
  • personnel
  • programs
  • budgets and schedules
Leadership/Management

- Leadership represents a role in the direction and actions of a team involving
  - team building
  - innovation
  - morale preservation
  - strategies for success
Ernest Shackleton

- Voyager in the early 20th century
- Businessman
- Explorer
- Adventurer
- Author
- Lecturer
- Not a Naval officer
Shackleton’s adventure

• Design – Walk across Antarctica from south to north
• Amundsen had already discovered the South Pole
Shackleton’s adventure

• In January 1915 left for Antarctica
• Trapped in the sea ice short of the landing point
• Marooned for nine months
• Ship was crushed and sank in October
Shackleton’s adventure

- Dragged their lifeboats across the ice to find water
- Eventually took the lifeboats to sea
- Headed to Elephant Island with all the crew
- Landed without hope of rescue
Shackleton’s adventure

• Shackleton and small crew built a covered lifeboat and sailed to South Georgia
• Crossed South Georgia over glaciated mountains to the whaling station
• With help, they rescued all the crew on Elephant Island
Shackleton’s leadership

- Ultimate responsibility for the welfare of the crew
- Got everyone back safely with no loss of life
- Sacrificed personally to ensure the crew’s survival
Shackleton’s leadership

- Maintained loyalty as well as discipline
- Kept the crew’s morale high
- As a leader, he was part of the team
- Respected by all of the crew members
Ad in the newspaper
What we can learn from Shackleton

• Hire the best people
  • Optimistic
  • Enthusiastic
  • Team oriented
  • Innovative
  • Interested in learning
  • Take responsibility – willing to work
  • Technical skills secondary to personal characteristics

• Fire the ones who don’t work out
What we can learn from Shackleton

• Demonstrate concern for the well being of the team
• Build commitment to the leader
What we can learn from Shackleton

• Develop the skills of your staff
What we can learn from Shackleton

• Develop a strong sense of teamwork
  • Prevent cliques
  • Work against negativism
  • Promote optimism